

**CHALLENGES IN DEVELOPMENT AND IMPLEMENTATION OF
COMMUNICATION STRATEGIES IN CHILD WELFARE BASED NGOS SECTOR. A
CASE STUDY OF THE KENYA ALLIANCE FOR THE ADVANCEMENT OF CHILD
RIGHTS**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF JOURNALISM AND
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DECLARATION

This research project is my original work and has not been presented in any other University for examination purposes.

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DEDICATION

This research project is dedicated to my cherished son Alvin Bright Bwibo who went to be with the Lord while I was in the midst of the research project on 17th April 2011, my beloved wife Vicky Wafula and daughter Feliscia Nakhulo for their support and encouragement.

ACKNOWLEDGEMENT

I would like to extend my sincere appreciation to all who contributed to the success of this work.

My gratitude goes to University of Nairobi for giving me a chance to pursue this course.

My supervisor Michael Ochula deserves a special mention for his professional and academic guidance. His experience and patience came in handy.

I also wish to thank my colleagues at work for their moral and spiritual support.

Finally I thank my family for their continued support in accomplishing this project.

List of Acronyms and Abbreviations

AIDS	Acquired Immuno-Deficiency Syndrome
BCC	Behaviour Change Communication
CBO	Community Based Organization
CRC	Convention on the Rights of the Child
IEC	Information Education and Communication
KAACR	Kenya Alliance for the Advancement of Child Rights
KAP	Knowledge, Attitude, Practice
NGO	Non Governmental Organization
OAU	Organization of African Unity

ABSTRACT

Studies indicate that even though NGOs are putting in much effort in awareness creation, education and information of the general public as a way of addressing incidences of child abuse, children continue to be abused on unprecedented levels raising questions as to how effective communication methods used by NGOs are.

The overall objective of this research was therefore to assess the challenges facing development and implementation of communication strategies in the Child Welfare Based NGO sector. The study was a case study of KAACR a Nairobi based NGO which has sole mandate of promotion of child rights through awareness creation and education.

This study specifically aimed at determining types of Communication strategies employed by Child Welfare based NGOs, find out how and if staff competence affects the development and implementation of Communication strategies by Child Welfare based NGOs and determine how the type of media used affect the development and implementation of Communication strategies by Child Welfare based NGOs.

This study will benefit Child Welfare Based NGOs and government who through knowledge of factors affecting communication strategies and recommendations from the study will be able to improve on the strategy implementation and delivery and enhance policies guiding the use of communication strategies. A resultant effect of this will also benefit donors who fund the NGOs since the objectives will be well meant. Children who are the end beneficiaries of these strategies will also benefit when the intended objectives are met through streamlined development of the current communication strategies. Researchers will also gain since they will be able to develop on gaps identified in the study.

Diffusion of innovation theory which shows how an idea moves in a social process and the Social learning Theory which depicts four processes of how learning occurs were used to explain the research study theoretical framework.

The study targeted all the 17 employees of KAAACR and managers of their partner organizations in Nairobi which number 30. All 17 employees were targeted because this is a small and accessible population and the 30 organizations because they have been actively involved in KAAACR objectives and would therefore give an ideal picture of what is happening on the ground. Nevertheless a total of 36 respondents (76.6% of target population) were accessed.

Purposive sampling was used to isolate the target population of the partnering organization since the total number is 140 countrywide. Questionnaires and interviews schedules were used to collect data while data was analyzed using Statistical Package for Social Science (SPSS). For ease of comprehension, data is presented using bar charts and tables.

The study identified limited knowledge of strategies, lack of comprehension of messages delivered, donor interference, difficulties in formulating appropriate messages and high cost involved as challenges affecting development and implementation of communication strategies. It further established strict donor requirements and expectations, lack of appropriate training, limited funds, not working consistently with children inadequate assessment of target audience and high turnover of staff as key factors contributing to these challenges. To address this, the study revealed the need for donors to allow organizations operational latitude to operate with minimum interference, motivate staff well enough to retain them in organizations, expose staff to regular and consistent training and regular upgrading of equipment.

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CHAPTER ONE

INTRODUCTION

1.1 Background Information

Communication strategy can be said to be an evidence based, results-oriented process, undertaken in consultation with the participant group(s), intrinsically linked to other programme elements, cognizant of the local context and favouring a multiplicity of communication approaches, to stimulate positive and measurable behavior and social change (Unicef, 2005 Strategic communication for South Asia pp6). It intends to strengthen sectoral capacities thereby improving community participation and increase awareness and acceptance of any innovation.

An ideal communication strategy provides guidelines on audience identification, core messages, Information, Education and Communication (IEC) supporting materials, approaches to sensitization, media and mobilization methods and role of the recipient community. A communication strategy identifies stakeholders that have vested interest in a particular issue. (Lepile, 2010 pp 4).

Communication strategies are mainly used to influence attitudes and behaviours towards social problems and required actions such as health, transport and environmental problem etc Valentini (2008). Valentini adds that the use of communication and public relations practices to influence public attitude and behavior is considered a legitimate action for organizations perceived to be social and educational in scope but not the politically oriented ones.

Piotrow et al (1994) as cited by Jane T Bertrand and Lawrence Kincaid recognizes that whatever the objectives of an IEC program, it is essential to have a communication strategy. In the case of multi media campaigns which should be the ideal case in NGOs communication, a communication strategy outlines; the objectives to be obtained, the current situation regarding the existing Knowledge Attitude and Practices (KAPs), intended audiences, appropriate channels to be used and possible message content.

Good communication strategies use concepts that range from psycho-social learning theories of role modeling communicated via the mass media to the use of advocacy and social mobilization. It is recognized that dialogue with and an active participation of individuals are essential elements in communication targeting behaviour and social change, which most of Child Welfare based NGOs aim at. Many communication programmes have for long focused on the individuals rather than the wider community. It is noted that for behaviours to change on a large scale, consideration has to be taken of harmful cultural values, societal norms and structural inequalities. An ideal communication strategy has to be cognizant of the policy and legislative environment and be linked to service delivery aspects.

Child centred communication interventions have to be ingrained in a rights based programming framework. It has to be guided within the four Convention on the Rights of the Child (CRC) principles; non discrimination, the best interests of the child, the right to survival and development and participation with all rights applying to all children at all times. A child-centered communication programming framework should address pertinent questions like how can programmes fulfill the rights of children while at the same time finding avenues to address resistant attitudes among some communities and ensuring community participation? And How can national governments be encouraged to act upon their obligations towards making these rights a reality for all children? And how can these efforts be measured to determine any real impact?

Child centered communication is meant to foster development goals and help facilitate individual and societal level changes. It is noted that many communication initiatives have succeeded in enhancing public awareness, but have failed in going beyond awareness, to stimulate positive changes in attitudes and practices towards creating lasting social change (Unicef, 2005 Strategic communication for South Asia). Communication to impact on sustainable behavior change among individuals and groups on a large scale needs to be strategic, participatory based evidence from research, results oriented and well funded.

Communication programmes need to be responsive to people's needs and desires. They must be geared to stimulate social change in such effective ways as through careful communication research, analysis, planning coordination, implementation, management, monitoring and evaluation. A sound communication strategy should be linked with the overall programme framework. It is aimed at changing knowledge, attitudes and practices of participant groups and facilitating wider social change at local and national level.

This research targeted communication strategies used in NGOs concerned with promotion of child rights and protection of children. The directory of agencies working with children in Kenya (2001) indicates that there were 138 child welfare based NGOs operating in the country. Majority of these child welfare based NGOs are involved in lobbying for policy implementation, policy advocacy work, enhancing and strengthening community participation and promotion of child participation to mention but a few. In all these endeavours communication is a hallmark of these activities.

1.2 Statement of the problem

In spite of spirited efforts by Non governmental organizations in Kenya to address factors that undermine children and their childhood through awareness creation, children continue to be abused on rates hitherto unknown. Each year, tens of millions of children are the victims of exploitation, violence and abuse, which rob them of their childhood, preventing them from fulfilling anything close to their childhood (Unicef, 2005 pp 15).

Kenya continues to face serious child protection issues in spite of efforts by Non governmental organizations to address these concerns through sustained media campaigns and related advocacy strategies. While there is lack of adequate data on the extent of child abuse, there is ample evidence from surveys and media reports indicating an upsurge of violence and exploitation against children (Unicef, 2007). A study of child abuse cases attended to at Kenyatta National Hospital between 2000 and 2005 reveals an upward trend in cases of abuse. 144 children were reported neglected or abandoned at the hospital compared with 20 in 2004 (Unicef, 2007).

The above brings out a grim picture of what beholds a Kenyan child. The government of Kenya in realization of this has made a lot of efforts in tackling the frightening scenario among them establishment of a toll free telephone hotline to rescue children in need of protection and care and through The Street Families Rehabilitation Fund enabled many street children to unite with their families while others have been placed under alternative care. In spite of the government's good efforts the picture remains grim. The second periodic Kenya country report on implementation of the UN Convention on the rights of the child 1994 -2004 appreciates this stating that....."despite efforts in publicizing the Children Act, efforts for its implementation should be stepped up". (Unicef, 2005 pp 8). The report however realizes the need for better communication strategies and urges the government to conduct public education and awareness raising campaigns on children's rights. Increased awareness of children's rights will translate into increased reporting of child abuse cases. People who through ignorance, abuse children, will hesitate to do so. The main purpose of this study was therefore to fill communication gaps highlighted by such reports.

NGOs come in to supplement the government's efforts in tackling the above concerns. Many NGOs play a valuable role in training and capacity building of public sector staff (Kolehmainen-aitken, 2000). In spite of their good efforts, NGOs also face pressing challenges. An authoritative analysis of the challenges facing South African NGOs and civil society revealed that the NGOs are characterized by lack of creative, dynamic and visionary leaders, low levels of commitment, unresolved tensions over race and gender, lack of monitoring, evaluation and reporting systems to check progress, identify problems and react accordingly and poor fundraising skills, strategies and drives (Tjonneland, 2004).

The above factors weaken the ability of NGOs in performing their core mandate weakening their effective development and implementation of communication strategies as an avenue of promotion of development. Communication strategies conceived in such a scenario may not meet the intended objectives.

This research study therefore intended to identify challenges in communication strategies among child welfare based NGOs and draw out factors contributing to the challenges and identify possible solutions.

1.3 Objectives of the study

This section brings out what the research was meant to do and questions guiding it.

1.3.1 Main Objective

The overall objective for this study was to find out the challenges facing the development and implementation of Communication strategies in Child Welfare Based NGOs working in Nairobi.

1.3.2 Specific objectives of this research were to;

- i) Determine the types of Communication strategies employed by Child Welfare based NGOs.
- ii) Find out how and if staff competence affects the development and implementation of Communication strategies by Child Welfare based NGOs.
- iii) Determine how the type of media used affect the development and implementation of Communication strategies by Child Welfare based NGOs.

1.4 Research Questions

This research was guided by the following questions;

- i) What are the types of Communication strategies employed by Child Welfare based NGOs?
- ii) What is the optimal level of staff competence required in developing and implementing Communication interventions by Child Welfare Based NGOs?
- iii) What are the factors in staff competence affecting the development and implementation of Communication strategies by Child Welfare Based NGOs?

- iv) How does the choice of media channel affect the implementation and development of communication strategies by Child Welfare based NGOs?

1.5 Significance of this study

The findings from this research will assist all the stakeholders involved in children based activities in developing and implementing communication strategies which will aid in successfully addressing children issues in an ever changing working environment. Cases of child abuse have been on a marked increase in the country. These require sustained long term strategies some which hinge on attitude change. The importance of communication strategies in these cannot be gainsaid. This study will therefore go a long way in bringing to the fore new techniques to help bring a sustainable attitude change solution.

In addition to the above, the study highlights challenges encountered in developing of communication strategies. Knowledge of these challenges will result in cost benefit among communication strategists, since they will be able to seek ways of avoiding these challenges when developing communication interventions.

Among the beneficiaries of this study will be the Ministry of Gender, Social Development and Children Affairs. The research will assist the Ministry of Gender, Social Development and Children Affairs come up with policies that will engage the use of effective communication strategies. Knowledge of challenges faced in the implementation of communication strategies will act as a lesson for the government body which should be able to appreciate these challenges and embrace the recommendations given therein to improve on the strategies already in place by ensuring proper policy formulation.

The study will also help Child Welfare based NGOs to identify, correct and effective communication strategies bringing out recommendations on what needs to be done to enhance use of these strategies and also identify which ideal strategies to use.

The findings from this study will assist child welfare based non-governmental organizations to be more focused on their long term advocacy strategies to meet the ever changing children needs

and therefore to be innovative and proactive in identifying ways of reaching out to the children. This will be aided through knowledge of what might be ailing the mode of message delivery in objectives geared towards informing and educating the populace on issues of children.

This research will in the long run help streamline development and usage of communication strategies. This will lead to accomplishment of set objectives in Child Welfare Based NGOs. The donor community will as a result, benefit from this research since with the set objectives realized, their donations will be put to good use.

Research institutions will be other beneficiaries of this research study. One way they will benefit is that they will be able to use gaps identified and recommendations on areas requiring further research, to build upon this research study.

Lastly, key beneficiaries will be the children themselves, who are the end target of most education and information campaigns. With effective communication strategies, there will be proper change in behavior which will translate in few cases of child abuse. This will be effective since this study aimed at identifying challenges facing the implementation of communication strategies. This should act as a learning point in restructuring the current strategies to make them more effective.

1.6 Justification

A lot of organizations are involved in promotion of child rights. Most of them use sensitization and capacity building to meet their goals which include among others, targeting attitude change. Issues affecting children both locally and globally continue to be on a rising trend, requiring organizations to raise awareness on the promotion of children rights to all stakeholders. The emergence of diseases such as AIDs, wars and famine coupled up with poverty have raised a myriad of complications relating to the African child.

The government is dedicated to the promotion of children issues as evidenced by the introduction of Ministry of Gender, Children and Social Development, children's hotlines, annual calendar of

children based activities, and overseeing implementation of the Children Act. The government alone cannot tackle these problems. NGOs come in handy in attempting to fill this gap. However doubts have been raised as to the effectiveness of the communication interventions used by NGOs in meeting these goals.

Child Welfare based organizations primarily deal with children. Concerns have been raised as to whether communication interventions developed are simple enough to address the children's perceptions and as to whether the manner of implementation is the ideal one. It has also been noted that most NGOs don't follow well defined procedures when choosing, designing and implementing communication interventions ending up in the organizations not meeting their desired objective and goals.

This study therefore aimed at studying at depth challenges encountered in developing and implementation of communication strategies. It comes up with recommendations as to how the challenges can be overcome and identifies possible effective ways of avoiding them.

Kenya Alliance of the Advancement of Child Rights (KAACR) was chosen for this research because it is a child welfare based organization which has invested heavily in child rights advocacy. It has been in operation since 1988 and has vast experience in the field of communication and child rights.

1.7 Scope and Limitations of the study

This study aimed at looking at the challenges facing the development and implementation of communication strategies among Child Welfare based NGOs with a case study narrowed on Kenya Alliance for the Advancement of Child Rights. KAACR is an NGO which has been operating since 1988 with a mission of promoting the realization of children's rights, both girls and boys, in Kenya. The organization which is based in Nairobi was picked on for this study because of its core mandate which is solely promotion of child rights in the Kenya through awareness creation, advocacy and education unlike other NGOs which combine this with other activities like capacity building through payment of school fees and establishment of income

generating activities. KAACR aims at achieving its mission by partnering with organizations to create awareness, educate and inform children and the general populace on the rights of the children and ways of safeguarding these rights.

This study therefore targeted employees of KAACR and also employees of their partner organizations. KAACR has a fulltime employee of 17 who were all be targeted, because it is a small number and given that the core function of the organization is advocacy and education, they might all in one way or the other be involved in this core function hence making them key respondents. Purposive sampling was used to identify organizations that partner with KAACR through who the organization conducts its functions. This mode of sampling was used since not all the organizations might be active on the ground and KAACR was relied upon to isolate the non-active ones. The main data collection methods were structured and unstructured questionnaires which allowed respondents room to give more answers. Interview schedules were used in cases where respondents were too busy to fill the questionnaires or were in one way or another unable to do so.

The study faced some limitations. Even though the questionnaire ensures confidentiality, employees were apprehensive revealing the true picture of their organizations' operations. Getting some of the respondents who are employees of organizations partnering with KAACR was also not easy since a number engage in field activities some of which take months to complete. These were not so readily available.

1.8 Summary of Theoretical framework

This study is guided by two theories namely; Diffusion of Innovation and Social learning theory.

1.8.1: Diffusion Theory

Diffusion of innovation theory has its origins in the early 1900's when Gabriel Tarde observed certain generalizations about the diffusion of innovation vide what he termed the laws of imitation. The theory was later on refined and well brought out by Everett Rogers. The theory helps analyze and explain the adaptation of a new innovation clearly showing the process of

social change and how an idea flows in a society bringing out the various stages of adoption (Rogers 1962). It is relevant to this research study since it provides an understanding of the framework within which a communication strategy should work. It is key to understanding the implementation of a communication strategy since it shows clearly the process of acceptability of an idea. Any communication strategy ideally aims to be adopted by a given audience. Knowledge of this theory will help explain understand why certain strategies work better with certain audiences and not the other.

1.8.2 Social Learning Theory

Social Learning Theory was first espoused by Julian Rotter in 1950s. It was later developed by Albert Bandura in the 1970s. According to this theory, learning occurs when individuals observes and imitate others' behavior Bandura (1986). The theory states that there are four component processes influenced by the observer's behavior following exposure to models; these include: attention; retention; motor reproduction; and motivation. This theory is key to this research since it helps understand message design a crucial component of communication strategy. It therefore explains and brings out possible challenges in development of communication strategy. This helped when coming up with recommendations on how to improve communication strategies.

1.9 Definition of Key Terms

Advocacy is a continuous process of gathering, organizing and formulating information into argument to be communicated to decision makers with a view to influencing their decision towards raising resources and commitment for a development programme, thereby preparing society for its acceptance. Unicef (2005) *Strategic communication for South Asia*

Behaviour Change Communication is a set of organized communication interventions and processes aimed at influencing social and community norms and promote individual change or positive behaviour maintenance for a better quality of life. (Chen, 2006)

Child Centered Communication in this research study refers to the kind of communication process that puts to perspective the rights of the child in message delivery.

Child Welfare Based NGOs in this research refers to non governmental organizations charged with promoting the welfare of the child/children

Civil Society in this research refers to the wide array of non-governmental and not for profit organizations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations.

Communication as used in this research refers to the transmission of messages from the sender to the receiver through a given medium.

Communication Strategy as far as this research is concerned is a well planned series of actions aimed at achieving certain objectives through the use of communication methods, techniques and approaches.

Corporate Communication as referred to in this research is the process of facilitating information and knowledge exchanges with internal and key external groups and individuals that have a direct relationship with an enterprise.

The Children Act ; in this research refers to the Kenyan Act of parliament which safeguards the rights of children and lays a framework within which children are protected and rights upheld in the country.

Organizational Communication in this research refers to communication which takes place among groups of people in an organization and which is improved by the organization's rules and practice.

Social Marketing refers to the use of techniques from commercial marketing to promote social goals. Andreasen (1994)

Social Mobilization is a process of bringing together intersectoral social partners and allies to determine felt need and raise awareness of, and demand for a particular development objective. Unicef (2005) *Strategic communication for South Asia*

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter introduces the various theories on communication strategies and the various studies that have been done on this subject. It covers the various communication strategies adopted by child based nongovernmental organizations. It also covers the conceptual and theoretical frameworks.

2.2 The concept of communication

Communication is defined by Mbiti (1974), as a method used to let another person know what is taking place and when such a thing is taking place. He adds that it is the life-long blood of any organization and asserts that without it, it is impossible to run any activities of an organization.

Communication might also be said to consist of transmitting information from one person to another. In fact, many scholars of communication take this as a working definition, and use Lasswell's maxim ("who says what to whom to what effect") as a means of circumscribing the field of communication (Tan, 1995). It is as much a science as it is an art. The science of communication is a research-driven consultative process involving planning, design and implementation of strategic interventions. It provides relevant information and adequate motivation to impact on attitudes and behaviours of individuals or groups of people. It involves monitoring changes in people's attitudes and behaviours as laid down by the programme objectives. (Unicef, 2005).

Mefalopulos (2008) acknowledges that the broader field of communication does not describe a single product, but a process and its related methods, techniques and media. He distinguishes between communications and communication describing the former as activities and products, including information technologies, media products, and services (e.g. the internet, satellites, and broadcasts) while the latter refers to the process of

communication, emphasizing its dialogical and analytical functions rather than its informative nature and media products.

According to Fielding (1997), communication is defined as the process of interchanging thoughts, feelings and information. Communication is a chameleon of a word changing the colour of its meaning with a change of speaker (or listener) more often than most. It is the process by which information is passed between individuals and/or organizations by means of prevailing agreed symbols.

Ayot and Patel (1992), defines communication as an attempt to establish commonness with somebody. They go on further to state that communication is a process by which messages or information is passed from one person to another.

Every communication has one of the following purposes:

- To inform - explain, instruct, define, classify, demonstrate, teach, etc.
- To persuade - influence, convince, motivate, sell, preach and stimulate action.
- To evoke - entertain, inspire, help, relieve, celebrate, commemorate.

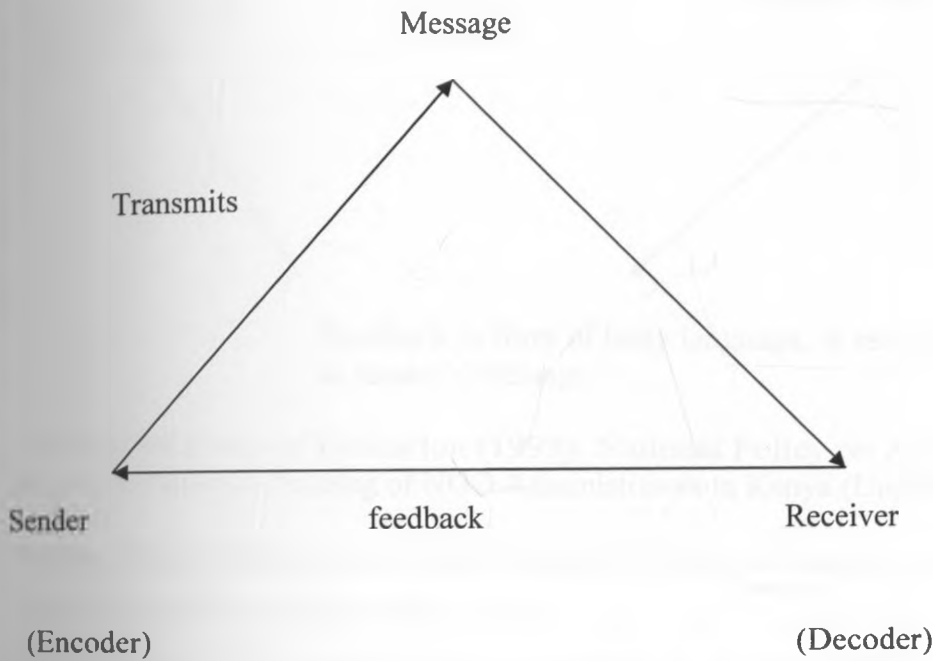
In a NGO, this may be giving notices about activities, events, decisions and tasks which affect the individuals or groups-Child welfare, staffs, non-teaching staff, parents, visitors to the NGO and others. It also suggests the sharing of opinions and ideas openly and freely, being mindful of others' views and encouraging individuals to seek for information and advice.

Communication is regarded as a process because it is dynamic rather than static with messages constantly moving up, down and across the organization. Hicks et al (1975) observed that communication is a process and it must be considered as a whole dynamic interaction.

Hiar et al (1998) stated that people exchange messages to accomplish goals and objectives. People bring different goals, backgrounds, styles, habits and preferences in the process of communication. Effective communication is interactive. Each person

taking part in the communication process listens and responds to the others. Each element of the communication process contributes to make communication interactive. In its simplest form communication can be seen as involving sender, message and receiver. This is shown in Figure 1.

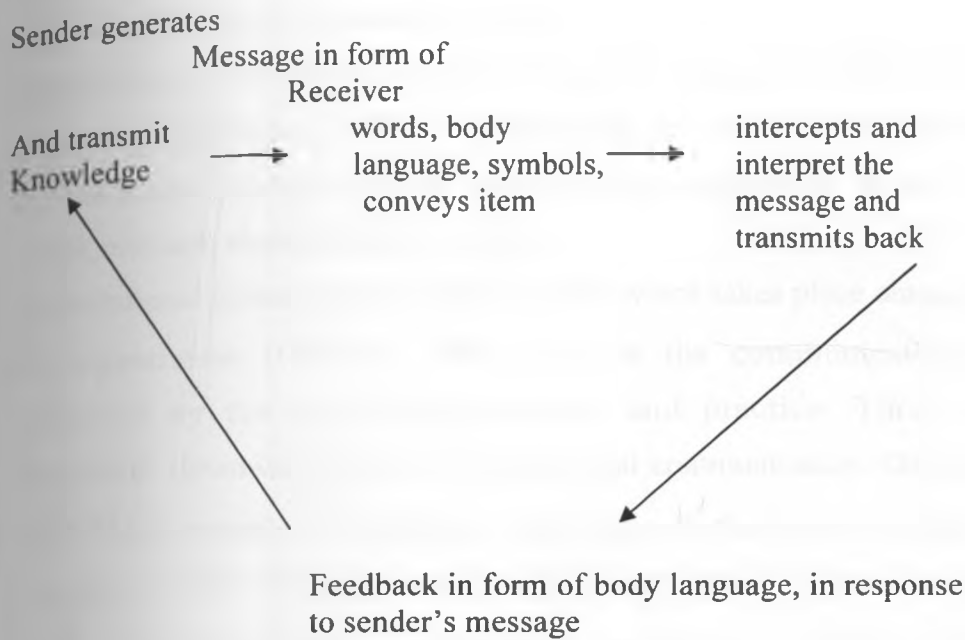
Figure 1 **Process of Communication**



Source: Ministry of Education (1999): National Policy on Appointment, Deployment and Training of NGO Administrators in Kenya (Unpublished)

The above model, however, can be expanded as follows:

Figure 2 Expanded Process of Communication



Source: Ministry of Education (1999): National Policy on Appointment, Deployment and Training of NGO Administrators in Kenya (Unpublished)

Simply stated, the communication process involves the sender who transmits a message through a selected channel to the receiver.

The sender of the message has a thought or an idea, which is then encoded in a way that can be understood by both the sender and the receiver. We usually think of encoding a message into the English language but there are many other ways of encoding, such as translating the thought into computer language (Koontz and Weihrich, 1988).

The receiver has to be ready for the message so that it can be decoded into thought accurate communication can occur only when both the sender and receiver attach the same or at least similar meaning to the symbols that compose the message (Koontz and Weihrich, 1988).

Feedback is the reversal of the communication process in which the receiver expresses a reaction to the sender's message. To check on the effectiveness of communication, feedback is essential.

2.3 Forms of communication

Communication can be differentiated in many ways. There is interpersonal and organizational communication. There is also corporate, internal, advocacy and development communication.

Interpersonal communication is that exchange of information between sender and receiver (Gordon, 1987). It is between two parties. This communication promotes the interaction between different persons in the organization. It has basic elements such as sender, message, channel and the receiver.

Organizational communication refers to that which takes place among groups of people in the organization (Okumbe, 1998). This is the communication pattern, which is improved by the organizational rules and practice. Three main patterns are identified: downward, upward and horizontal communication. Downward communication refers to the transfer of messages from those in the higher positions to those below. Okumbe (1998) has suggested that a combination of oral and written media be used in disseminating information so as to achieve effective downward communication. This research will also determine the factors that affect the use of downward communication in NGO management.

Upward communication is that which emanates from those in lower positions. It is directed to those in higher hierarchy (Robbins, 1996). This communication provides the manager with much needed information and feedback from the juniors.

Horizontal communication is that which takes place between persons of the same level in the organization (Okumbe, 1998). It is interactive communication as it involves different people regardless of their status.

Mefalopulos (2008) defines corporate communication as one that communicates the mission and activities of the organization targeting by and large external audiences. This type of communication informs purposely selected audience about relevant programs or activities and it uses media outputs and products to promote the mission and values of the institution. Internal communication on the other hand facilitates the flow of information within an institution.

Communication can also be categorized as verbal and non-verbal. Verbal communication is essentially oral. Non-verbal communication is the non-word human responses such as gestures, facial expressions and the perceived characteristics of the environment through which the human verbal and non-verbal messages are transmitted. This kind of communication is enhanced by actions such as the dress of the sender, time or season, space and physical appearance of the persons involved.

Bell (1981) brings the different forms/types of communication into three categories:

- Verbal, including planned and unplanned decisions, one-to-one encounters, small or large meetings and using telephones or tannoys
- Written, including notes, memos, reports, letters, portion papers and notices.
- Visual, including posters, diagrams, flow-charts and photographs.

Mbiti (1974) has added another category and this is communication by use of electronic devices-telephone, radio, television and computer.

Communication that provides for an upward flow to benefit implementation of policy and a horizontal flow to facilitate co-ordination between an organization and its partners.

A two-way communication system should be encouraged so that relations between NGOs and the target population can be enhanced. For a harmonious working and peaceful co-existence based on acceptable conduct and behaviour amongst Child welfare organizations and all stakeholders, proper communication skills need to be developed.

2.4 Forms of Communication strategies

Key Communication strategies are Information Education Communication, Behaviour Change Communication and Development Support Communication. It should be appreciated that much as these are said to be three distinct strategies, they interwove and overlap when it comes to operations.

2.4.1 Behaviour Change Communication strategy (BCC)

BCC is an interactive process for developing messages and approaches using a mix of communication channels in order to encourage and sustain positive and appropriate behaviours. (Harutyunyan et al 2010). BCC is a gradual process consisting of several stages in which

individuals gain self confidence through trying out new behavior. The process is inspired by communication strategies that are specifically designed to support the decision to change. It helps individuals develop prevention skills and create a social climate to support change. To be effective BCC programmes need to be tailored to target populations. Participation of the target audience representatives is vital at every step of planning and implementation of the behavior change programs to ensure sustainable change in attitudes and behavior. BCC can facilitate in creating the environment, which would support to adopt a certain behavior. For example, pressing by peers, who changed their behaviour, can be more effective in the context of peer education.

Behaviour change communication uses behavioural and communication theories and research to develop interventions that influence individual behaviours and the social contexts in which they occur. This is a strategy, which refers to the systematic attempt to modify/influence behavior, or practices and environmental factors related to that behavior, which indirectly or directly promote health, prevent illness or protect individuals from harm.

BCC involves the use of qualitative research data, disseminating information and measuring change in people's attitudes and behaviours. It covers behavior modeling, self efficacy and empowerment of the people. Past programmes have shown that behavior development strategies are more successful when tied to social mobilization and advocacy strategies.

A BCC strategy has 3 components; BCC intervention, Advocacy and Social Mobilization. The three can either be sub strategies on their own or complement each other in a larger BCC intervention strategy (Chen 2006 pp23). Chen also adds that Social marketing can be incorporated into the BCC strategy describing it as a set of interventions using commercial marketing principles to market intangible products.

Advocacy according to Chen is a process of creating support, building consensus and fostering a favourable and supportive climate towards a specified cause or issue through a set of well planned and organized actions that are undertaken by a group of individuals or organizations working in concert. It is a continuous and adaptive process of gathering, organizing and

formulating information into argument, to be communicated to decision-makers through various interpersonal and media channels, with a view to influencing their decision towards raising resources of political and social leadership acceptance and commitment for a development programme, thereby preparing a society for its acceptance. (Unicef 2005:6). Advocacy in a BCC intervention strategy is aimed at high level stakeholders to solicit their support at the policy and legislation levels. On the other hand social mobilization is a process of bringing together all potential partners and allies in carrying out a common development objective on a cost efficiency basis. This should be differentiated from community mobilization which is a process through which action is stimulated by a community itself or by external stakeholders, planned, carried out and evaluated by community's individuals, groups and organizations on a participatory and sustained basis to improve health.

2.4. 2 Information Education and Communication IEC Strategy

Information Education and Communication can be said to an approach which attempts to change or reinforce a set of behaviours in a target audience, regarding a specific problem in a pre defined period of time. (World Health Organization *Information, Education and Communication. Lessons from the past; perspectives for the future* 2001 pp 3).

Information Education and Communication (IEC) is an important strategy for dissemination of health information. Its' objective is to inform, motivate and subsequently guide people into action to adopt healthy practices and life styles.

IEC can be said to be a broad term comprising of a range of activities, approaches and outputs, even though the mostly common component is the materials produced and used. IEC approaches may range from the use of mass media to inform or establish positive norms among the general population to the use of targeted interpersonal communication to help those at particular risk to evaluate their own behavior and develop new personal skills. IEC activities may include designing and providing training in communication skills, carrying out research on audiences to determine what information is needed and the most effective way of delivering it, as well as designing and producing the materials to support activities.

It is crucial that before imparting IEC, the educator or communicator should assess the knowledge and attitude of the people regarding the subject he wants to talk about and the strategy and the message should be planned accordingly. The media used for communication should also be chosen with care. Two-way communication is more likely to influence behaviour than one way communication. All barriers in communication - psychological, physiological, environmental and cultural should also be identified and removed.

Before any IEC activity is planned, it is important to identify the felt-needs of the people. Prior knowledge of customs, habits and beliefs of the people is important before preparing the strategy. Active learning in the form of group discussions, panel discussions and learning by doing should be encouraged. The messages should be commensurate with the level of education, knowledge and understanding of the target group. Periodic repetition of key messages during communication reinforces learning.

2.4.3 Development Support Communication

This is a multi sectoral process of information sharing about development agendas and planned actions (Chen, 2006). It links planners, beneficiaries and implementers of development action, including the donor community. It obligates planners and implementers to provide clear, explicit and intelligent data and information about their goals and roles in development and explicitly provides opportunities for beneficiaries to participate in shaping development outcomes and ensures that the donor community is kept constantly aware of the achievements and constraints of development efforts in the field.

It makes use of all available structures and means of information sharing. It makes use of both formal and non formal channels of communication in a systemic, continuous, coordinated and planned manner to enable linkages and support functions. This manner of communication requires analysis of the communication environment, of the available and needed communication competencies and resources. It clearly indicates expected results from specific resource inputs in order to maintain accountability.

2.5 NGOs Non Governmental Organizations

An NGO is a voluntary organization or grouping of individuals or organizations which is autonomous and none profit sharing; operating in the voluntary sector; organized locally at grassroots level, nationally, regionally or internationally for the purpose of enhancing the legitimate economic, social and/or cultural development of lobbying or advocating on issues of public interest of a group of individuals or organizations (Sessional Paper on NGOs 2006).

There are many national, regional and international NGOs in Kenya. These deal with issues such as human rights, environment, advocacy and participatory development. There are however all involved in assisting the civil society by informing and education the public on various issues, such as legal rights or by helping them attune to government policies.

NGOs are typically started by a like minded group of people with a shared commitment to make a difference in society. In Kenya it is also common for an NGO to be started by an individual who asks family and friends to join him or her as subscribers and board members. (The National Council of NGOs, 2001 pp9)

NGOs activities have increased since 1980s when they shifted their focus away from concerns about relief to more general interests in development and advocacy. Their range of activities widens to include sectors such as energy, environment, primary healthcare, education, child rights among others.

2.6 Framework guiding operations of Child Welfare Based NGOs in Kenya

Child Welfare based NGOs broadly work with the sole aim of enhancing and protecting the rights of the child. These rights are enshrined in the United Nation Convention on the Rights of the Child. In Kenya the rights of children are given prominence in the Constitution. Looking at the constitution which came into effect in August 2010, these rights are found in the bill of rights. Indeed sec 20 (1) Constitution of Kenya pg 20 of the constitution states that every person shall enjoy the rights and fundamental freedom in the bill of right to the greatest extent consistent with the nation of the right or fundamental freedom (Constitution of Kenya 2010, pp20). The constitution emphasizes that all state organs and all public officers have a duty to address the

needs of vulnerable groups within the society; among them children. It states that every child has a right to a name and nationality from birth, right to free and compulsory basic education, right to basic nutrition, health and shelter, right to be protected from abuse, neglect, harmful cultural practices, all forms of violence, inhuman treatment and punishment, and hazardous or exploitative labour, right to parental care and protection. It emphasizes that a child's best interests are of paramount importance in every matter concerning the child.

The convention on the rights of the child hinges on four general principles; non discrimination, best interests of the child, the child's right to survival and development and the child's opinion.

Article 2 of the Convention on the Rights of the Child(CRC), dwells on non discrimination and states that it is the obligation of the member States to protect children from any discrimination and take affirmative action to ensure that the rights of these children are realized. The principle of the best interests of the child which is article 2 of the CRC, emphasizes that consideration of the best interest of the child be the guiding principle of all decisions and actions involving children. Article 6 on the child's right to survival and development indicates that every child has the right to life and survival, but also constructive development. While Article 12 on the child's opinion states that governments are obliged to ensure that children are listened to and their views sought and considered in matters affecting their lives.

It is with the above rights in mind that the African Union then the OAU in 1987 came up with the African Charter on the rights and welfare of the child. The objectives of the charter were to pay attention to special issues prevailing in Africa, complement the UNCRC and facilitate the ratification and implementation of the UNCRC. The charter largely draws from the UNCRC and goes further to raise standards in many significant areas reaffirming the unique and privileged position children occupy in African Society recognizing with concern problems facing children in Africa.

It is in need to enhance, uphold and protect the above rights, that Child Welfare based NGO are formed. To perform their roles they have to inform and educate the general populace. This entails use of some form or the other of communication strategies. Communication in all its

diversity plays a vital role in realizing the rights of the child as it entails bringing about more effectively, positive behavior and social changes so that children can thrive (Unicef, 2005).

It is recognized that global conventions such the Convention on the Rights of the Child are set out to create conducive environments for change (Unicef, 2005). They provide frameworks and establish standards. But turning these into development programmes entails many challenges. It is against this background that communication is increasingly understood as an enabler of individual and social level change to achieve well laid down development goals. Communication in the new development paradigm is much more than merely writing press releases or producing radio jingles, T shirts, posters or pamphlets (Unicef, 2005). It is a concerted strategy derived from and intrinsically linked to larger development goals.

2.7 Kenya Alliance for the Advancement of Child Rights (KAACR) profile

KAACR started in 1988 as a National NGO Liaison Committee on the rights of the child. The objective of the committee was to popularize the draft Convention on the Rights of the Child (UNCRC) and to lobby the Kenya government to adopt and ratify the UNCRC after it came into force. Kenya later ratified the convention in 1990.

The committee organized regional seminars that brought together children and youth, NGOs and government officials to discuss the draft UNCRC. These seminars resulted into a National Conference on the Promotion and Implementation of the Convention on the Rights of the Child attended by participants from the Government, National and International NGOs and Youth from all over the country. The conference resolved to establish a national body to be known as the "National Alliance for Advocacy on Children Rights." The body was to monitor and evaluate the implementation and non observation of the principles and provisions of the CRC in Kenya. Its name later changed to Kenya Alliance for Advancement of Children Rights.

KAACR MISSION: To promote the realization of children's rights, both girls and boys, in Kenya.

VISION: The girls and boys shall live in a society which provides them with the right to survive, develop and participate in decision making and enjoy special protection against all forms of discrimination, neglect, cruelty and exploitation.

KAACR's programmes aim at;

1. Promoting and conducting research including networking among organizations working for and with girls and boys in Kenya. It undertakes research on specific issues affecting children, documenting lessons learnt from programme intervention and disseminating information on children's issues.
2. Enhancing the capacity of partners and members to implement rights based programming by training NGO/CBO managers on Child Rights based approach, good governance and developing indicators for monitoring and evaluation of best practices in order to share with all children NGO/CBOs.
3. Enhancing understanding of Children's rights and facilitating empowerment of Children, partners and communities to take appropriate actions through working with schools, law enforcement officers, the judiciary, teachers and other NGOs impacting on children's rights

2.7.1 KAACR Organizational structure

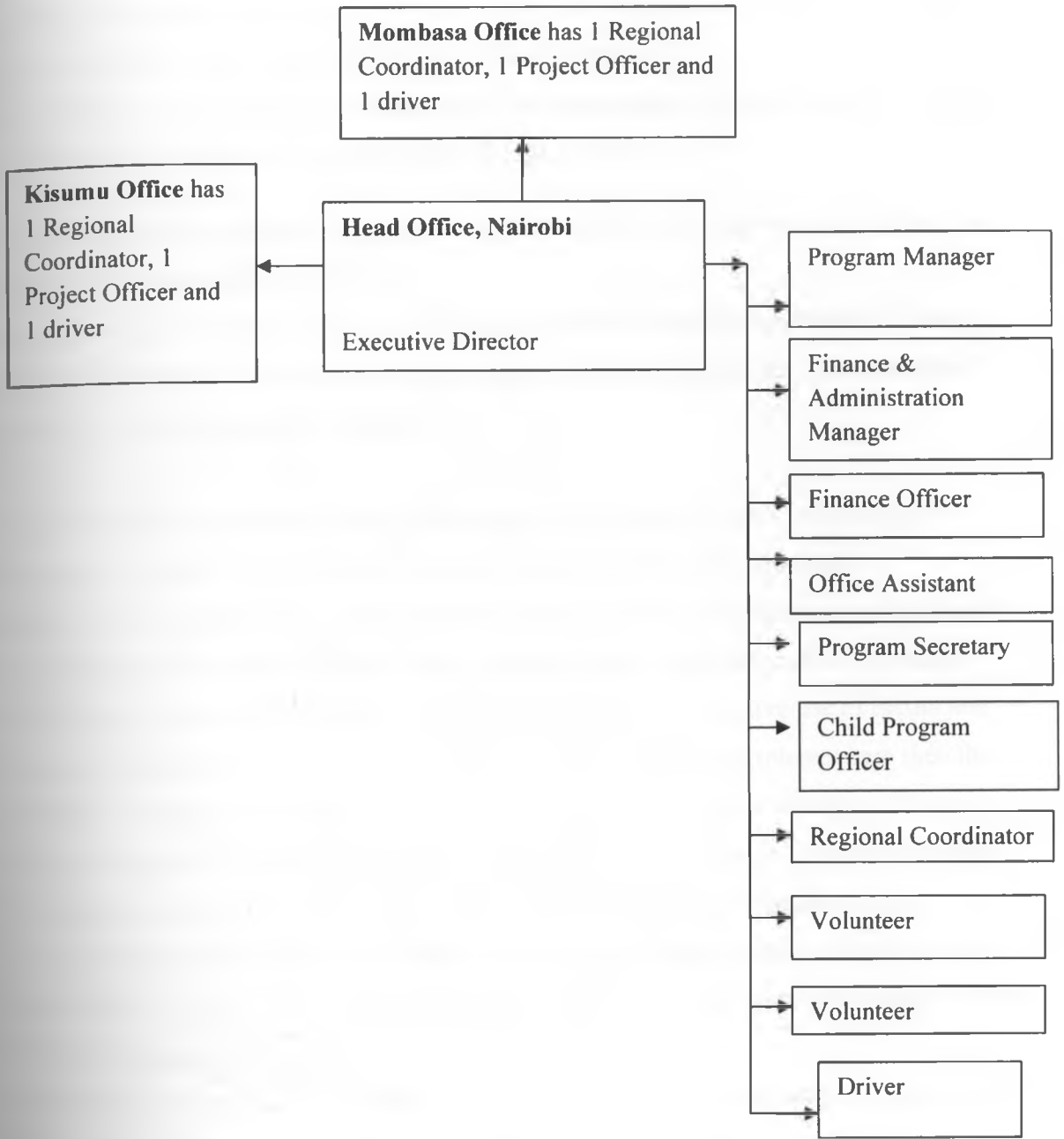
Kenya Alliance of the Advancement of Child Rights is a national umbrella body for NGO's cooperation and exchange of information on children's rights in Kenya with a membership of over 100 children agencies in Kenya.

The organization has its head office in Nairobi with regional offices in Mombasa and Kisumu. It has a staff of 17; 11 at the head office, 3 each in Mombasa and Kisumu. The staff in Nairobi comprise of an Executive Director, a Program Manager, finance officer, 1 finance and administration assistant, 1 office assistant, 1 child program officer, 1 program secretary, 1 regional coordinator and 1 driver. In Kisumu and Mombasa is a regional coordinator, 1 project officer and a driver. There are two volunteers one in Kuria and the other in Eldoret. Located on the following page is the organization's staff structure.

Among the key activities of KAA CR is to sensitize key stakeholders on children and youth participation. It also aims to build capacity of member organizations and partners to enhance programs and service delivery. Apart from the drivers all the other employees of the organization are involved in production and dissemination of communication materials. They in addition engage in trainings and monitoring the impact of their various communication strategies.

Figure 3 KAACR STAFF ORGANIZATIONAL STRUCTURE

(Source Researcher 2011)



2.8 Theoretical Framework

2.8.1 Diffusion of Innovation Theory

Rogers defines diffusion as the process by which innovation is communicated through certain channels over a period of time among members of a social system.

Diffusion is the process by which an innovation is communicated through a certain channel/s over time among the members of a social system (Rogers, 1962).

Rogers identifies five major stages in the adoption process; awareness, interest, evaluation, trial and adoption (Lowery and DeFleur, 1995).

In the awareness stage, an individual learns of an innovation through a given medium. Lowery and Defleur felt that this is the point where mass and media and interpersonal communication play a great role in spreading a new message.

Once the individual becomes aware of the innovation, the next step will be to have his/her interest provoked. Again Lowery et al felt that mass media as well as interpersonal communication have a great role in sustaining this interest which will stimulate an individual to intensely look further for more information about the innovation. An individual at this stage seeks to know more about the innovation. Factors that contribute to selective use of media and related sources of information become critical here. If an individual loses interest here then the process will also end since he/she will see no need of searching for more information. Once an individual has understood what the innovation is all about then he moves on to the fourth stage which is evaluation. He/she assesses the advantages and disadvantages of adopting the innovation. If the person feels like the advantages outweigh the disadvantages, he moves on to the trial stage where the innovation is used albeit on a small scale. If the small scale usage proves viable then the innovation is adopted.

Borrowing from the above definition, diffusion of innovation can be equated to a process by which information is communicated through the mass media over time to audiences in a given social system and hence the term diffusion of information.

The rate of diffusion of information depends on several conditions which include the importance that the community attaches to certain information. The rate of information diffusion is also

dependent on the extent of coverage of an issue by the media before the introduction of an innovation. The type of information being covered by the media plays a crucial role in the rate of information diffusion. This means that salient issues or events that affect majority members of a community are more likely to receive media coverage. This is true because the media will usually pay more attention to such interests.

In the diffusion of information studies, mass media were identified as agents of social change as well as reinforcers of existing social structures (Tan 1984, pp375). Early studies indicated that media are primary carriers of information that was consumed by members of the society but the question lingered on how information diffusion or spread within a community took place.

Diffusion studies have indicated that members of a community do not embrace information evenly. Some are more informed than others.

This theory's relevance to communication practitioners cannot be gainsaid. Indeed most communication approaches aimed at informing or persuading individuals to change behaviors are usually associated with the diffusion family (that is, linear transmission of data and messages), and these can include approaches such as social marketing, advocacy, campaigns, or education (Bassat 2005).

Flow of information through peer and opinion leaders is quite important in attitude change. Apart from the media, youth and children are also heavily influenced by friends and relatives. However while these communication approaches which hinge on this theory can be praised by some as cost-effective and persuasive ways to promote change with large audiences, they have also been criticized by others for their linear, deterministic, top-down approach, often overemphasizing the influence of media and neglecting the bigger social framework in which change occurs.

(Mefapoulous 2008)

2.8.2. Social learning theory

Human beings are not born with ideas and given behaviors. Theorists posit that behavior has to be learnt and that there are different ways of learning these behaviours and stages of learning them.

Known proponents of these are Julius Rotter and Albert Bandura.

According to Rotter (1982) Social Learning Theory posits that personality represents an interaction of the individual with his or her environment. One cannot speak of a personality, internal to the individual that is independent of the environment. Neither can one focus on behavior as being an automatic response to an objective set of environmental stimuli. To understand behavior, one must take both the individual (i.e., his or her life history of learning and experiences) and the environment (i.e., those stimuli that the person is aware of and responding to) into account.

Rotter has four main components to his social learning theory model predicting behavior. These are behavior potential, expectancy, reinforcement value, and the psychological situation.

Behavior potential which is the likelihood of engaging in a particular behavior in a specific situation. In other words, what is the probability that the person will exhibit a particular behavior in a situation? In any given situation, there are multiple behaviors one can engage in. For each possible behavior, there is a behavior potential. The individual will exhibit whichever behavior has the highest potential.

Expectancy- Expectancy is the subjective probability that a given behavior will lead to a particular outcome, or reinforcer. How likely is it that the behavior will lead to the outcome? Having "high" or "strong" expectancies means the individual is confident the behavior will result in the outcome. Expectancies are formed based on past experience. The more often a behavior has led to reinforcement in the past, the stronger the person's expectancy that the behavior will achieve that outcome now.

Reinforcement Value- Reinforcement value refers to the desirability of these outcomes. Things we want to happen, that we are attracted to, have a high reinforcement value. Things we don't want to happen, that we wish to avoid, have a low reinforcement value. If the likelihood of achieving reinforcement is the same, we will exhibit the behavior with the greatest reinforcement value (i.e., the one directed toward the outcome we prefer most). Punishment from a parent would be negatively reinforcing to most children, and something to be avoided. However, children who get little positive attention from parents can seek out parental punishment because it has a higher reinforcement value than neglect.

Bandura who is widely associated with social learning theory explaining how we learn from direct experience as well as from observation or modeling (Tan 1984 pp244). According to Bandura (1986) in this process, learning occurs when individuals observe and imitate others' behavior. There are four component processes influenced by the observer's behavior following exposure to models. These components include: attention; retention; motor reproduction; and motivation.

Attention is the first component of observational learning. Individuals cannot learn much by observation unless they perceive and attend to the significant features of the modeled behavior. For example, children must attend to what the aggressor is doing and saying in order to reproduce the model's behavior (Allen & Santrock, 1993 pp139)

Retention is the next component. In order to reproduce the modeled behavior, the individuals must code the information into long-term memory. Therefore, the information will be retrieval. For example, a simple verbal description of what the model performed would be known as retention (Allen & Santrock, 1993 pp139). Motor reproduction is another process in observational learning. The observer must be able to reproduce the model's behavior. The observer must learn and possess the physical capabilities of the modeled behavior. Once a behavior is learned through attention and retention, the observer must possess the physical capabilities to produce the aggressive act. The final process in observational learning is motivation or reinforcements. In this process, the observer expects to receive positive reinforcements for the modeled behavior.

Social learning theory will help in understanding the way children learn. Any communication strategy targeting children should be framed along this theory. Indeed choice of such a strategy will be well guided through studying, understanding and appreciating the social learning theory. In particular understanding that children learn effectively through modeling will assist any communication practitioner identify related media to communicate a given message. The media should for example be child friendly and likewise liked by children and youth targeted. It will be salient to use a well liked media personality to hammer home a message targeting urban youth. This will be because the urban youth will readily identify with the media personality. The same

message might not be well taken by the rural youth if conveyed through the same personality. One can obviously identify the modeling point as belaboured by Potter and Bandura in the social learning theory.

2.9 Empirical Studies related to the topic

There are a number of research studies that have been conducted among different communication strategies. Kulvisaechana 2001 in a research on the role of communication strategies in change management process, found out that communication strategies will not succeed if done in piecemeal but in the form of an integrated framework. Nevertheless each organization has its unique structure and needs; what works well for some may not be effective for others (Kulvisaechana 2001 pp 53). The research further revealed that even though communication strategies are formulated in organizations, there were no implementation based plans to shepherd the implementation of these strategies. It thus recommends further research on the implementation part of communication strategies indicating that it mostly focused on the formulation part of communication strategies.

In a study on the evaluation of communication strategies at the Nairobi Stock Exchange (Oluoch, 2007), it was recommended that firms engage communication experts to assist them in developing long term communication strategies. The research discovered that there were no documented communication strategies and instead firms relied on ad hoc plans of present time only without any future in mind. These plans are not effective as far as communication is concerned. It recommended further research on investigation of factors restricting the formulation, implementation and control of communication strategies by stock broking firms. Nevertheless it was found out that communication contributed to growth of the stock broking business largely through education of investors.

Cases studies on communication and advocacy strategies on adolescent reproductive and sexual health in Malaysia and Vietnam (Soo Lee 1999 and Le Nga 2000) aimed at examining factors which have contributed to the success or failure of communication strategies and highlight lessons learnt or guidelines for future consideration. Soo Lee found out that to educate

adolescents, IEC messages must be appropriately designed and in a multi racial social like Malaysia, information leaflets written in appropriate language. The study further showed that whereas seminars are easy to organize in terms of media channel, they are the least effective for adolescents. It went on to stress the need for peer to peer training pointing out that adolescents get information on reproductive and sexual health from peers than any other person. Of noteworthy was the need to promote working relationship between the NGO and the government, arguing that each has its own weakness and strengths which if well complemented can do more than if each were to work alone. The study by Soo Lee found out that classroom and lecture-centered approach are ineffective with adolescents who instead prefer interactive activities and programmes which allow them to compete with one another and have fun.

In a study on an assessment of media campaigns and utilization of HIV/AIDS voluntary testing and counseling Mugo 2006 recommended that further research be done to provide better understanding of factors that enhance the effectiveness of IEC campaigns targeting rural audiences. He further recommends that HIV/AIDS BCC should be formulated in a way that they draw on lessons that have emerged from past campaigns.

Obel-lawson (2006) carried out a study on the efficacy of awareness campaigns on nutrition behavior change among the Kenyan urban population. She sought to find out what kind of awareness campaigns have been conducted and how they have influenced behavior change in Kenyans living in Nairobi. Maina (2005) sought to understand the role IEC played in human rights education in secondary schools in Kenya. In his study Maina recommended that further research be done in the assessment of the networking initiatives of the NGOs.

While the above studies are on communication strategies, they don't clearly point out the distinct forms of communication strategies which are ideal to child centered communication. The studies do not go into details on the felt challenges in formulating and implementation of any communication strategies and in particular those used by Child Welfare based NGOs, which this particular researcher aims to draw out.

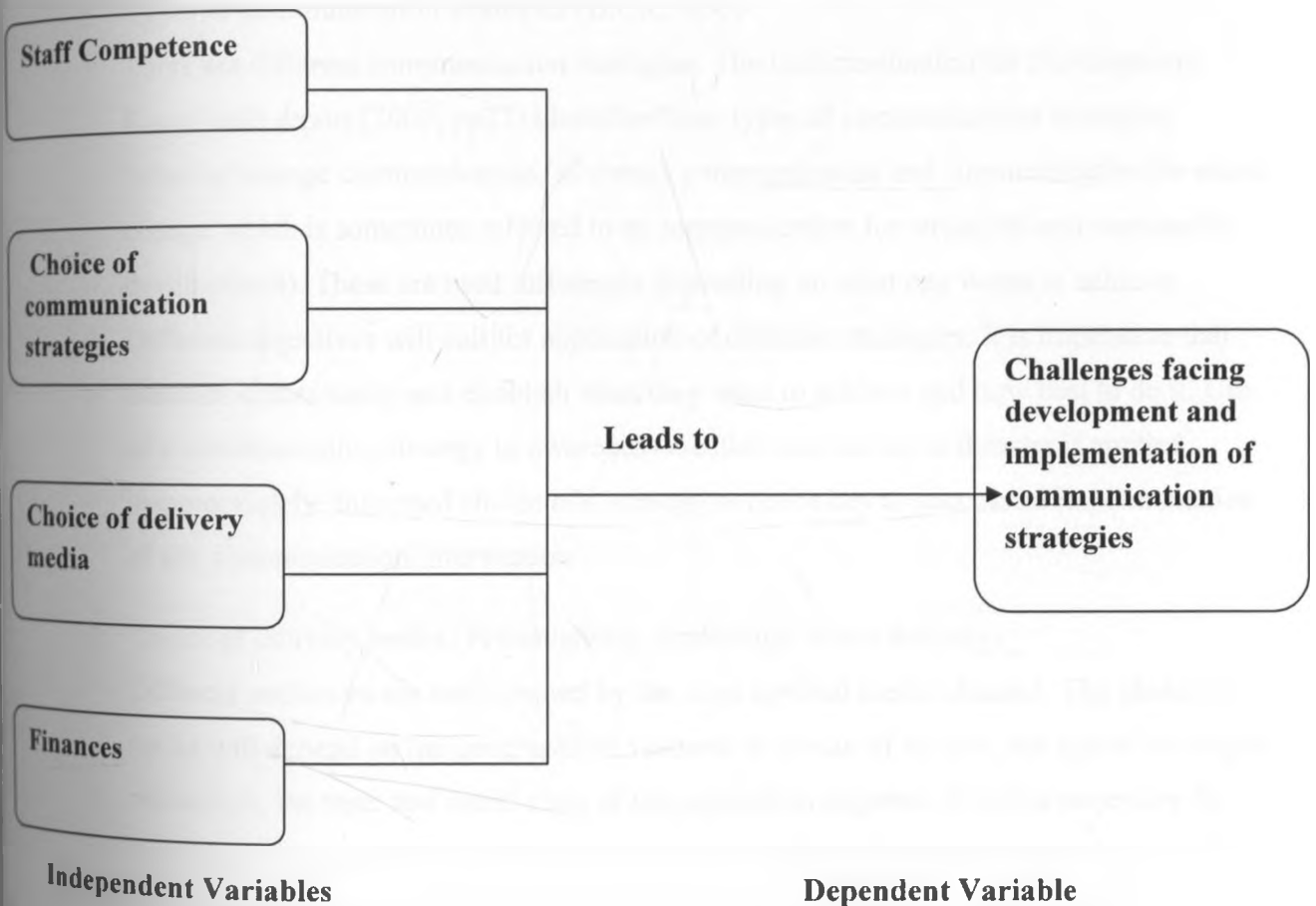
2.10 Missing gaps

Whereas a lot of studies on communication has been conducted globally, none has been done on communication strategies used by Child Welfare based NGOs in Nairobi. This is more so on child centered communication which these NGOs should ideally be using. This research study aims to delve into this gap and produce results which can be used to enhance child centered communication strategies in developing countries like Kenya.

2.11 Conceptual Framework of the Study

The figure below illustrates the conceptual framework of the study showing the relationship between dependent and independent variables.

Figure 4



Source; Researcher 2011

Independent factors;

1. Staff Competence (skills, qualifications, experience)

Staff form the engine of any organization. Without them it would be impossible to carry out any activities. For an organization to achieve its objective, it is important that well skilled and qualified staff are engaged. How well they are managed will also affect the end product of what an organization is trying to attain. This is not different in Civil Societies and NGOs which target behavior change through awareness campaigns.

Experienced and qualified staff should greatly assist in knowing effective communication strategies to use. These should be able to identify any challenges and rectify them before or even during the implementation of any communication strategy.

2. Types of communication strategies (B.C.C, IEC)

There are different communication strategies. The Communication for Development Roundtable report (2005, pp27) identifies three types of communication strategies; behavior change communication, advocacy communication and communication for social change which is sometimes referred to as communication for structural and sustainable development). These are used differently depending on what one wants to achieve.

Different objectives will call for application of different strategies. It is imperative that communicators study and establish what they want to achieve and how best to do it. Use of a communication strategy in awareness creation can end up in disaster if applied inappropriately. Informed choice of a strategy is hence key to successful implementation of any communication intervention.

3. Choice of delivery media (Presentations, workshops, direct delivery)

Different audiences are best reached by the most optimal media channel. The choice of media will depend on the geographical vastness or terrain of an area, the age of the target population, the taste and social class of the population targeted. It is thus necessary for communicators to understand their audience well before choosing a media channel. The choice of message will also play a major factor when selecting a media. The choice of delivery will as result determine how effective a communication strategy is and whether it can be successfully implemented.

4. Finances

Finance is a crucial ingredient in any activity. There is no communication strategy that can be implemented without considerations of finances however little. Funds are needed when conducting a needs assessment, establishing the target audience and when choosing the media. Appropriate messages will be developed depending on how they will be delivered; will it be possible to acquire billboards or conduct road shows, will there be enough allows to pay casual staff who might be recruited during the implementation?. All these questions point towards the relevancy of funding in the development and implementation of communication strategies.

All the above lead to;

Dependent factor; Effective development and implementation of communication strategies

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter contains details about the research design, location of the study, target population, sampling techniques, sample size, research instruments, validity and reliability. The chapter also includes the method which was utilized in collection of data and methods for analysis of the data in order to come up with answers to the- research problem.

3.1 Research Design

A research design is the guide as to how the research will be constructed and carried out (Kerlinger 1986, pp279). It is the logical and systematic planning of the study.

This study used quantitative approach. According to Mugenda & Mugenda 2003, quantitative approach has conventionally been used as a mode of inquiry in both research and evaluation.

Kothari (2008) states that quantitative research is based on the measurement of quantity or amount. The research was carried out using survey design since it involved collection of information through asking questions from a group of people in order to describe some aspects of the population. Indeed according to Frankel and Wallen (1998) the major purpose of surveys is to describe the characteristics of a population.

The researcher selected a sample of respondents from the target population and administered a standardized questionnaire to them

3.2 Target Population

In this particular case the research targeted all the 17 employees of the organization. KAAACR has a permanent staff of 17 spread across the country who in one way or the other are involved in its key operation of awareness creation and advocacy. It was thus imperative that all the 17 be interviewed since they possessed information relevant to this research study. KAAACR also works through a partnership of 140 institutional paid up members. The members occasionally engage KAAACR in advocacy and capacity building. Nevertheless it is KAAACR that is fully responsible for the production and dissemination of the communication materials involved in

advocacy and sensitization, and also in assessing whether the intended goals are met. It is for this reason that the research targeted the organization's employees and the two volunteers. These handle the conception, development and implementation of various communication strategies and are therefore better placed to pinpoint out challenges involved in the exercise and pinpoint areas of improvement.

KAACR partners with 140 organizations which are involved in different aspects of promoting the rights of the child. Mugenda & Mugenda (2003 pp 42) states that for descriptive studies, ten percent of the accessible population is enough. Given that KAACR partners with 140 organizations, ten percent of these will be 14. However the researcher was to interview 30 managers from 30 of these organizations partnering with KAACR. The 30 organizations were arrived at because they are actively involved in promotion of child rights. A list of the target organizations is contained in the table in the appendices. Not all partners of KAACR were actively engaged since some were undergoing challenges or were engaged in other activities not directly related to the core partnership with KAACR. The research targeted the managers or directors of the organization to get an overall picture of how the organization partners with KAACR as far as implementation of communication strategies is concerned. A total of 36 respondents (representing 76.6% of target population) were accessed.

3.3 Sampling design and sampling technique

Sampling is the process of selecting a few from a bigger group to become the basis for predicting outcome. The purpose of sampling is to increase representativeness and reduce bias. According to Singleton et al (1985) sampling design refers to part of the research plan that indicates how cases are to be selected for observation. Kerlinger (1986) on the other hand states sampling design as taking in part of a portion of the population as a representative of the population. The main sampling method used in this research was purposive. According to Mugenda & Mugenda (2003) in purposive sampling, cases of subjects are handpicked because they are informative or they possess certain required characteristics. Purposive was used to identify the 30 organizations which partner with KAACR. KAACR knows which of its partners is active, dedicated and resourceful. The researcher was therefore guided into selecting key partners who provided

relevant information required. Indeed some partners had not been active, something that helped in identifying needful organizations. However all the employees of KAACR who number 17 were targeted in this study since this is a small number and given that they are, in one way or another involved in the organization activities and hence would be helpful to the study.

3.4 Data Collection methods

The researcher used primary data collection as the main method in this study. However, secondary method was also used, where the data was sourced from previous researchers and reviewed for the sake of this study. Questioning method of data collection was also used in the study. Questionnaire which is a non-verbal means of questioning methods was used in data collection. Both structured and unstructured questions were used as the research instruments. This is because they are open-ended and allows respondents to give expansive answers. Interview schedules were used to gather in-depth data from the organization employees. The researcher sent some questionnaires online to respondents who were not within geographical reach. Respondents filled the questionnaires and mailed them back to the researcher. Telephone interviews were in few cases used to clarify issues.

3.5 Research procedures

The questionnaire was distributed and administered by the researcher. In cases where respondents couldn't readily be found, the researcher left them the questionnaire and picked it later. Those respondents who were not within easy reach and ones whose email address was accessed, were sent soft copies of the questionnaires. They filled in the questionnaires and returned them back to the researcher.

3.6 Research instruments

Questionnaires were the main instrument. However oral interviews were also used where it was not be possible to administer a questionnaire. Indeed oral interviews are important as they also help clarify issues. Each item in the questionnaire was developed to address objectives of the study; both overall and specific objectives. This is because answers to the questionnaire were expected to address these objectives.

3.7 Data Analysis and Presentation.

Once raw data had been collected from the field, it was arranged in an orderly and structured way to make it comprehensible. This entailed data analysis which required establishment of categories, application of these categories to raw data through coding, tabulation and drawing statistical inferences (Kothari, 2004). Raw data from the field was edited to weed out any incomprehensible material before coding through assigning of numbers or symbols to comprehensible answers to enable tabulation and counting. The data then underwent computation through use of descriptive statistics tools (mean and mode) which helped describe a group of subjects. Statistical Package for the Social Sciences (SPSS) was used to help in computation of descriptive statistics.

Data has been presented using graphs and bar charts. This enables ease of understanding of data collected and analyzed since one will be able to see issues at a glance and in a simplified and summarized format, without agonizingly going into details.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter consists of data presentation, interpretation and analysis of the research findings. The data presented includes response rate, background information of the respondents, choice of communication strategies used, determinant factors affecting choice of communication strategies, challenges experienced in use of the strategies and remedial measures to address the challenges. Also presented is data on media type used, factors influencing the choice of media, challenges experienced in use of media and its effectiveness. The data analyzed and presented was based on responses to the items in questionnaire and interview schedule. Descriptive statistics were also used to analyze the findings of this research study.

4.1.1 Response rate

In this research study, 47 questionnaires were administered to employees of KAACR and managers of organizations partnering with KAACR. 36 questionnaires were successfully filled and returned. This is a response rate of 76.6% which according to Mugenda and Mugenda (2003) is a very good response rate. Indeed Mugenda and Mugenda (2003) qualifies that a 50% response rate is adequate adding that 70% rate is a very good one.

4.2 Background Information

Background information of the respondents was deemed vital to this study since it gives a snapshot of the respondents' basic personal details which helped induce why they answered certain questions in certain manner. The background information included; gender, nationality, position held in the organization's hierarchy, working experience, duties and responsibilities, training attended and its relevancy to the current duties and years of experience.

4.2.1 Gender of Respondents

The question sought to establish the gender distribution of the respondents. This has been outlined in the table below.

Table 4.1 Gender of the Respondents.

	Frequency	Percentage	Cumulative Percentage	Mean Score
Male	20	56.0	56.0	0.56
Female	16	44.0	100.0	0.44
Total	36	100.0	100.0	1.0

Source: Researcher (2011)

The study findings indicate that male respondents comprised of 56% of the total respondents while 44% were females. This is an indication that gender distribution was a good one. In deed in the researcher's view, this type of gender distribution helps counter any gender prejudices that might affect the research in terms of responses since whatever prejudices that might be there will be subsumed in the almost 50; 50 gender distribution. Also this kind of gender distribution is in line with the requirements of the Constitution of Kenya which advocates for a third of employees being female.

4.2.2 Nationality of the respondents

The question aimed at finding out the nationality of the respondents; the table below brings this out clearly.

Table 4. 2 Nationality of Respondents.

	Frequency	Percentage	Cumulative Percentage	Mean Score
Kenyans	35	97.2	97.2	0.972
None Kenyans	1	2.8	100.0	0.028
Total	36	100.0	100.0	1.0

Source: Researcher (2011)

The study showed that 97.2% of the respondents were Kenyan nationals and that only 2.8% were foreigners. This clearly shows that majority of respondents were Kenyans. According to the researcher this gives the true Kenyan position of the problem under study something that should in the end come up with home grown solutions and recommendations to improve communication strategies in the country.

4.2.3 Highest level of education attained

This question sought to establish the highest level of education that has been attained by the respondents; the table below shows the highest level of education attained by the respondents in the organizations.

Table 4.3 Highest level of education attained

	Frequency	Percentage	Cumulative Percentage	Mean Score
Post Graduate	6	17	17	0.17
University	18	50	67	0.50
College	11	30	97	0.30
Secondary School	1	3	100	0.03
Primary School	0	0	100	0
Total	36	100.0	100.0	1.0

Source: Researcher (2011)

The study shows that at 50% (half) of the respondents were first degree holders, while 17% had post graduate qualifications. 30% were graduates from tertiary colleges and a paltry 3 % were secondary school graduates. None was a primary school graduate. This suggests that majority of staff employed in NGOs are graduates who with this academic background, should facilitate efficient achievement of organizational goals. This background gives the staff an academic

platform on which to showcase their competency which should go a long way in among others strengthening their ability to develop communication strategies.

4.2.4 Position held in the organization

This question aimed at establishing positions respondents hold in their respective organization's hierarchy; the table below shows the hierarchy of the respondents in the organizations.

Table 4.4 Position held in the organization hierarchy

	Frequency	Percentage	Cumulative Percentage	Mean Score
Senior Management	12	33	33	0.33
Middle level management	5	14	47	0.14
Lower level management	9	25	72	0.25
None Management	10	28	100	0.28
Total	36	100.0	100.0	1.0

Source: Researcher (2011)

The study indicates that senior management staff at 33% comprised of the majority of the respondents; while non-managerial staff were 28%; lower level management at 25% and middle level management at 14%. According to the researcher this brings out the true reflection of the target population since questionnaires targeted senior staff in the NGOs partnering with KAACR. This was with aim of drawing out the overall true picture of each organization. A cumulative percentage shows that majority of the respondents were in managerial positions.

4.2.5 Working experience in the organization

This question aimed at establishing the individual working experience of the respondents in their respective organizations. The table below shows the levels of working experiences of the respondents.

Table 4.5 Working experience in the organization

	Frequency	Percentage	Cumulative Percentage	Mean Score
Less than 1 year	5	14	14	0.14
Between 1 and 5 years	21	58	72	0.58
From 6 to 15 years	7	20	92	0.20
Over 15 years	3	8	100	0.08
Total	36	100	100	1

Source: Researcher (2011)

The findings indicate that at 58%, majority of the respondents have a working experience in their organization of between 1 to 5 years. Those with between 6 to 15 year experience represented 20% while those with over 15 years experience were 8%. Those with less than 1 year experience were 14%. This implies that with a working experience of 1 to 5 years, majority of the staff don't have the visionary and firm grasp of issues affecting their organization associated with long term experienced staff. There might be need for sustained long term training and wide exposure to supplement this lack of experience among the staff.

4.2.6 Relevance of duties and responsibilities to the job description

In a quest to find out the issues of deployment, the study sought to find out whether the respondent's duties and responsibilities were in line with their job description. The table below

shows the levels of alignment of duties and responsibilities with the respondents' respective job description.

Table 4.6 Alignment of duties and responsibilities with job description

	Frequency	Percentage	Cumulative Percentage	Mean Score
Yes	27	75	75	0.75
No	9	25	100.0	0.25
Total	36	100.0	100.0	1.0

Source: Researcher Author (2011)

The research study found out that the duties and responsibilities of the staff were in line with their respective job description as can be seen from the positive responses of 75%. On the other hand it is note worthy that the level of disagreement on the same aspect is at 15%. This suggests that a significant percentage of staff are given responsibilities that are not in line with their job descriptions. This according to the researcher can lead to poor performance since staff might be discontented and demoralized when duties and responsibilities are allocated outside their job descriptions. They might feel misused or underutilized.

4.2.7 Training last attended since getting employment in the organization

In a need to find out how often the staff is trained, the study sought to find out when the staff were last trained since getting employed in their respective organizations. The table below shows the pattern of the respondents' training since getting employed in their respective organizations.

Table 4.7 When the staff were last trained in the organization

	Frequency	Percentage	Cumulative Percentage	Mean Score
Less than one year ago	1	3	3	0.03
One to two years ago	10	28	31	0.28
Three to five years ago	10	28	59	0.28
More than five years ago	5	13	72	0.13
None at all	10	28	100	0.28
Total	36	100		1

Source: Researcher (2011)

From the findings, a significant number of the staff at 28% of the respondent have not undergone any training since coming into the organization. 13% of them have been trained more than 5 years since getting employed while 28% were trained within the last three to five years of employment, while 28% within one to two years ago. A paltry 3% have undergone training within the last one year. It is noteworthy that with majority of the staff remaining untrained, it is hard to see how they upgrade their skills to adapt to the fast changing technology. The researcher indicates that this could have a negative impact on the organizations' operations since staff could be using outdated means of operations to meet the organizational goals. Moreover it could bear negatively on the staff's morale thereby affecting their productivity.

4.2.8 Relevance of training attended

To find out whether the training they underwent was relevant to their current role, the study sought to find out how relevant the training was to the staff in performance of their current roles.

Table 4.8 Relevance of training attended

	Frequency	Percentage	Cumulative Percentage	Mean Score
Very Relevant	4	15	15	0.15
Relevant	8	31	46	0.31
Moderately relevant	9	35	81	0.35
Not Relevant	5	19	100	0.19
I don't know	0	0		0
Total	26	100		1

Source: Researcher (2011)

From the study, 31% of the respondents who admitted they have undergone training since getting employed in the organization felt that the training was relevant to their current roles. 15% felt that the training was very relevant to the roles they were undertaking while 35% deemed the training moderately relevant. 19% felt that the training was not at all relevant to their current roles. Indeed from the study at 35%, a significant portion of the staff who had undergone training doesn't view the training offered as expressly relevant. Combined with those who at 19% didn't find any relevance, majority of the staff who had been trained don't have a favourable view of the training offered. They don't feel that it adds any value to their current roles. According to the researcher, this can bear negatively on morale since staff might feel that they are exposed to irrelevant courses. This also has a direct impact on staff competency since their morale is likely to be low. The upshot of this is wastage of money and time which could have been used for other causes.

4.2.9 Partnership with KAACR

To find out the respondents' relationship with KAACR, the study sought to find out how many respondents partner with KAACR and in what way. The table below shows the number of respondents partnering with KAACR.

Table 4.9 Partnership with KAACR

	Frequency	Percentage	Cumulative Percentage	Mean Score
Yes	24	67	67	0.67
No	12	33	100.0	0.33
Total	36	100.0	100.0	1.0

Source: Researcher (2011)

Majority of the respondents at 67% partner with KAACR, the rest at 33% who don't partner with the organization were employees of KAACR since the study targeted employees of the organization and its partners. This therefore shows that majority of respondents work in organizations partnering with KAACR. This is in line with the target population where the study targeted 17 employees of KAACR and 30 personal from their partner organization.

4.2.10 Areas of partnership

The study then aimed at establishing in what area these organizations partner with KAACR.

These areas are: to sensitize key stakeholders on children and youth participation, to train children on child rights to enable them participate in decision making on governance issues at all levels and to support and strengthen capacity of local networks to advance children and youth protection and participation. The figures in tables 4.10, 4.11 and 4.12 below, display categories and the depth of partnership under which the categories are used.

4.2.10 (a) Sensitization of key stakeholders on children and youth participation.

Respondents who indicated that they partner with KAACR were asked to what extent they engage in sensitization of key stakeholders on children and youth participation. The following table draws out the distribution pattern of the extent to which the partnership occurs in this field.

Table 4.10 Degree of partnership in sensitization of key stakeholders on children and youth participation.

	Frequency	Percentage	Cumulative Percentage	Mean Score
Not at all	0	0.0	0.0	0.0
To a little extent	5	21	21.0	0.21
To a moderate extent	3	12	33.0	0.12
To a great extent	10	42	75.0	0.42
To a very great extent	6	25	100.0	0.25
Total	24	100.0		1.0

Source: Researcher (2011)

According to the findings, majority of the organizations partnering with KAACR, at 42% to a great extent partner in the area of sensitizing key stakeholders on children and youth participation. 25% partner to a very great extent while 21% indicated that they only partner to a little extent. 12% of the respondents indicated that they partner to a moderate extent. The study therefore shows that most of the respondents greatly work with KAACR in sensitizing key stakeholders on child and youth participation, thereby ensuring that children are given communication avenues to enhance their rights.

4.2.10 (b) Training children on child rights to enable them participate on decision making and governance at all levels

To know how respondents partner with KAACR in training children on their rights, they were asked to give the extent of their partnership in this field if at all it is there. The following table highlights the answers.

Table 4.11 Levels of partnership in area of training children on their rights to enable them participate on decision making and governance at all levels.

	Frequency	Percentage	Cumulative Percentage	Mean Score
Not at all	0	0.0	0.0	0.0
To a little extent	2	8	8.0	0.8
To a moderate extent	6	25	33.0	0.25
To a great extent	10	42	75.0	0.42
To a very great extent	6	25	100.0	0.25
Total	24	100.0		1.0

Source: Researcher (2011)

The findings show that majority of the organizations patterning with KAACR, at 42% to a great extent, partner in the area of training children on child rights. 25% partner to a very great extent while 8% indicated that they only partner to a little extent. 25% of the respondents indicated that they partner to a moderate extent. The study therefore shows that most of the respondents greatly work with KAACR in training children on their rights. This indicates the validity of the partnership showing that it is not lopsided but well balanced to help KAACR meet its objectives.

4.2.10 (c) In support and strengthening capacity of local networks to advance children and youth protection and participation, the following were the outcome of the research study.

To find out how the respondents who confirmed a partnership with KAACR partner in strengthening local networks in advancing children and youth protection and participation, the respondents were asked to what extent partnership in this area occurs. Their responses are reflected in the table below.

Table 4.12 Degree of partnership in area of supporting and strengthening local networks capacity in advancement of children and youth protection and participation.

	Frequency	Percentage	Cumulative Percentage	Mean Score
Not at all	2	8.0	8.0	0.08
To a little extent	5	21.0	29.0	0.21
To a moderate extent	8	33.0	62.0	0.33
To a great extent	5	21.0	83.0	0.21
To a very great extent	4	17.0	100.0	0.17
Total	24	100.0		1.0

Source: Researcher (2011)

Findings indicate that 33% of the respondents partner to a moderate extent in provision of this service; 21% partner to a great extent while the same percentage (21%) also indicated that they partner to a little extent. 17% indicated they partner to a very great extent while 8% said that they don't partner at all. From the findings it is clear that majority of their partners don't overly partner with KAACR in strengthening of local networks in advancing children and youth protection and participation. The researcher indicates that strengthening capacity of networks

requires resources which most organizations might be lacking thereby limiting the degree of partnership between KAACR and their partners.

4.2.10 (d) Summary of the areas of partnership

The table below sums up the predominate areas and the degree in which partner organizations work with KAACR in meeting its objectives

Table 4.13 Summary of partnership area

	Predominate Indicator	Mean Score	Average Mean Score
Sensitization of key stakeholders on children and youth participation.	To a great extent	0.42	0.39
Training children on child rights to enable them participate in decision making and governance at all levels.	To a great extent	0.42	
In support and strengthening capacity of local networks to advance children and youth protection and participation	To a moderate extent	0.33	
Total			1.17

Source: Researcher (2011)

From the summary, the main fields of partnership are in sensitization of key stakeholders on children and youth participation and training children on child rights to enable them participate in decision making and governance at all levels as evidenced by a mean score of 0.42 in the two fields. This confirms that the organizations partner with KAACR in its lead objective of targeting children in promotion of their rights. The study therefore validates the inclusion of partners in the research study since according to the researcher it reflects a true perspective of KAACR operations.

4.2. 11 Involvement in development and implementation of communication strategies

This question aimed at establishing whether the respondents are involved in development and implementation of communication strategies in their respective organizations. The table below shows their degree of involvement.

Table 4.14 Degree of involvement in development and implementation of communication strategies

	Frequency	Percentage	Cumulative Percentage	Mean Score
Yes	34	94	94	0.94
No	2	6	100.0	0.06
Total	36	100.0	100.0	1.0

Source: Researcher (2011)

The findings indicate that at 94% most of the respondents are involved in the development and implementation of communication strategies in their respective organization. Only 6% said that they are not involved. From the findings it is noteworthy therefore that the research targeted the ideal respondents; people involved in the target research area (i.e communication strategies). Their responses then should ideally reflect the on-goings in their organizations.

4.3 Communication Strategies

This section of the questionnaire meant to find out what kinds of communication strategies exist in the respondents' respective organizations and establish factors that determine choice of strategies. It also brings out challenges encountered in the use of the strategies, factors contributing to these challenges and recommendations on ways to address the challenges.

4.3. 1 Involvement in IEC strategy

The study sought to find out whether the respondents' organizations are involved in IEC communication strategy. The table below shows the levels of involvement.

Table 4.15 Involvement in IEC strategy

	Frequency	Percentage	Cumulative Percentage	Mean Score
Yes	34	94	94	0.94
No	2	6	100.0	0.06
Total	36	100.0	100.0	1.0

Source: Researcher (2011)

The research study found out that majority of the respondents were working in organizations which use IEC as a communication strategy as can be seen from the positive responses of 94%. Only 6% indicated that their organizations don't use IEC as a communication strategy. From the study it can be seen that IEC has been embraced as a communication strategy in child welfare based NGOs.

4.3.2 Choice of IEC communication strategy in the organization

Identification and use of communication strategy in an organization is guided by various factors. Respondents were asked what factors are considered in choice of IEC communication strategy in the organization they work in. Management, donor, and audience targeted are factors to be considered when choosing a communication strategy.

4.3.2 (a) Management

This question sought to assess to what extent management is a determinant in choice of IEC as a communication strategy.

From table 4.16 at 68%, majority of the respondents very highly considered management a key factor in determining IEC as a communication strategy. 23% highly considered while 6% moderately considered. Only 3% least considered management as a factor in choosing IEC communication strategy. From the figures, management is a key determinant in choice of IEC as a communication strategy. In the researcher's view, this is crucial since management is the spine

of any decision making organ in an organization and it would be unthinkable not to factor it in any decision making involving choice of communication strategy.

Table 4.16 Levels of Management Involvement in choice of IEC strategy

	Frequency	Percentage	Cumulative Percentage	Mean Score
Not considered	0	0.0	0.0	0.0
Least considered	1	3.0	3.0	0.03
Moderately considered	2	6.0	9.0	0.06
Highly considered	8	23.0	32.0	0.23
Very Highly considered	23	68.0	100.0	0.68
Total	34	100.0		1.0

Source: Researcher (2011)

4.3.2 (b) Donor

The researcher sought to establish the extent to which donor can be a factor in choice of IEC as a communication strategy.

From table 4.17 donors are a key factor in consideration of IEC as a communication strategy.

This is evidenced by 50%, of the respondents who very highly considered it a key factor. 35% highly considered while 12% moderately considered. Only 3% least considered management as a factor in choosing IEC communication strategy. According to the researcher, donors in the NGO sector tend to be overly concerned with how their donations are used. A number of them as result influence operations of the organizations they support with an aim of ensuring that the donor

objectives are met. This overbearing influence affects operations disregarding technical input from staff in organizations.

Table 4.17 Level of Donor Involvement in choice of IEC strategy

	Frequency	Percentage	Cumulative Percentage	Mean Score
Not considered	0	0.0	0.0	0.0
Least considered	1	3.0	3.0	0.03
Moderately considered	4	12.0	15.0	0.12
Highly considered	12	35.0	50.0	0.35
Very Highly considered	17	50.0	100.0	0.50
Total	34	100.0		1.0

Source: Researcher (2011)

4.3.3 (c) Target Audience

The study aimed at establishing the extent to which target audience is a factor when choosing IEC as a communication strategy.

Whereas from the table below, 47% of respondents felt that target audience is very highly considered in choice of IEC as a communication strategy, 24% of respondents (15% felt that it is moderately considered while 9% felt it is least considered) does not think it highly as a factor considered in choice of IEC as a communication strategy. 29% of respondents on the other hand thought it highly considered. 24% is a significant figure that cannot be ignored. From this finding, it is disturbing that a number of staff don't regard target audience as a choice in selection of IEC communication strategy. This according to the researcher will affect attainment of

objectives since whatever message that is taken across doesn't reflect the needs of the target audience. They might as a result resist the message.

Table 4.18 Levels of Target Audience as a determinant to choice of IEC strategy

	Frequency	Percentage	Cumulative Percentage	Mean Score
Not considered	0	0.0	0.0	0.0
Least considered	3	9.0	9.0	0.09
Moderately considered	5	15.0	24.0	0.15
Highly considered	10	29.0	53.0	0.29
Very Highly considered	16	47.0	100.0	0.47
Total	34	100.0		1.0

Source: Researcher (2011)

4.3.4 Effectiveness of IEC as a communication strategy

The study sought to find out how effective IEC was a communication strategy in organizations respondents work in. The respondents were asked to indicate the levels of effectiveness of IEC in meeting set objectives. The table below gives the response pattern and rate.

Table 4.19 Effectiveness of IEC strategy

	Frequency	Percentage	Cumulative Percentage	Mean Score
Not effective	0	0.0	0.0	0.0
Less effective	1	3.0	3.0	0.03
Moderately effective	3	9.0	12.0	0.09
Highly effective	13	50.0	50.0	0.50
Very highly Effective	17	38.0	100.0	0.38
Total	34	100.0		1.0

Source: Researcher (2011)

Majority of respondents at 50% felt that IEC is a highly effective communication strategy. 38% felt it is very highly effective while 9% felt it was moderately effective and 3% less effective. Much as majority of respondents at 88% view IEC as a more effective communication strategy in child welfare based NGOs, a significant size of staff at 12% hold the view that it is not that effective. More still needs to be done to address any challenges that might be preventing IEC to be totally accepted as effective.

4.3. 5 Challenges encountered in use of IEC strategy

The study sought to find out whether the respondents' felt there were challenges in use of IEC as a communication strategy. The table below shows respondents who felt there were challenges in use of IEC in child welfare based non-governmental organizations.

Table 4.20 Respondents who felt there were challenges in use of IEC strategy

	Frequency	Percentage	Cumulative Percentage	Mean Score
Yes	32	94	94	0.94
No	2	6	100.0	0.06
Total	34	100.0	100.0	1.0

Source: Researcher (2011)

The research study found out that majority of the respondents working in organizations which use IEC as a communication strategy, felt that there were challenges in use of the strategy. This is reflected in 94% response rate while only 6% indicated that there were no challenges encountered. This suggests that use of this strategy is not smooth sailing and that Child Welfare based NGOs have difficulties in achieving their set objectives when using this type of communication strategy.

4.3.6 Types of challenge encountered in use of IEC communication strategy

To find out the difficulties encountered when using IEC communication strategy, the study sought to find out the challenges the respondents incur when using the strategy. The respondents pinpointed limited knowledge of the strategy, high cost involved in implementation and lack of comprehension of messages by children. It is noteworthy that majority of respondents at 44% felt that limited knowledge of the strategy used was in itself a challenge. This implies that the staff in organizations might not be well trained and to that extent well versed with the communication strategy they use. This calls for either more specialized training or hiring of technical experts well versed in the strategies. On the hand 32% of respondents felt that lack of comprehension of messages by children was a challenge. The import of this is that the message might not be reaching the intended target. It is therefore important that the organizations rethink on the kind of messages they roll out. 24% of the respondents felt that high implementation cost is a challenge.

The following table illustrates the response rate.

Table 4.21 Type of challenge in use of IEC strategy

	Frequency	Percentage	Cumulative Percentage	Mean Score
Limited knowledge of strategy	15	44.0	44.0	0.44
High Cost involved in implementation	8	24.0	68.0	0.24
Lack of comprehension of messages by children	11	32.0	100.0	0.32
	34	100.0		1.0

Source: Researcher (2011)

4.3.7 Factors contributing to the challenges

Respondents went further to state factors they believe contribute to these challenges. Among these are strict donor requirements and expectations, lack of appropriate training, limited funds, not working consistently with children and high turnover of staff.

Table 4.22 Factors contributing to the challenges

	Frequency	Percentage	Cumulative Percentage	Mean Score
Strict donor requirements and expectations	9	26.0	26.0	0.26
Lack of appropriate skills and training	11	32.0	58.0	0.32
Limited funds	5	15.0	73.0	0.15
Not working consistently with children	5	15.0	88.0	0.15
High staff turnover	4	12.0	100.0	0.12
Total	34	100.0		1.0

Source: Researcher (2011)

From the findings, again the issue of training and skill is a major contributing factor since 32% of the respondents blamed lack of appropriate skills and training on the challenges. 26% felt donors were an impeding factor in implementation of IEC strategy. 15% blamed limited funds on this while the same percentage thought that inconsistent work with children was a challenge. The latter is crucial since it shows that staff were not in constant touch with the children; their ideal end target. 12% blamed the high staff turnover for contributing to the challenge.

4.3.8 Recommendations on ways of tackling the challenges

To address this, respondents suggested that donors should allow organizations operational latitude to plan and implement in line with set objectives, staff should be motivated well enough to stay in organizations, relevant and regular training of staff and regular upgrading of equipment used.

Table 4.23 Recommendation on ways of tackling the challenges

	Frequency	Percentage	Cumulative Percentage	Mean Score
Relevant and regular staff training	12	35.0	35.0	0.35
None interference by donor in organizational operations	6	18.0	53.0	0.18
Staff should be well motivated	9	26.0	79.0	0.26
Constant upgrading of tools and equipment	7	21.0	100.0	0.21
Total	34	100.0		1.0

Source: Researcher (2011)

4.3. 9 Use of BCC strategy

The study sought to find out whether the respondents' organizations are involved in use of BCC as a communication strategy. The table brings out the levels of involvement.

Table 4.24 Involvement in BCC strategy

	Frequency	Percentage	Cumulative Percentage	Mean Score
Yes	33	92	92	0.92
No	3	8	100.0	0.08
Total	36	100.0	100.0	1.0

Source: Researcher (2011)

The research study found out that majority of the respondents were working in organizations which use BCC as a communication strategy as can be seen from the positive responses of 92%. Only 8% indicated that their organizations don't use BCC as a communication strategy. These findings suggest that behavior change is a key objective of child welfare based NGOs. According to the researcher, a number of child rights violations are caused by inappropriate behavior by the violators' who in most of the cases are adults. It is therefore prudent that any child welfare based NGO should use a communication strategy aimed at changing behaviour and attitude.

4.3.10 Choice of BCC as a communication strategy in the organization

The study sought to establish what factors guide the choice of BCC as a communication strategy. Through the Lickert scale of 1 to 5, respondents were asked to give their views on how they considered management, donor and target audience as determinants to the choice of BCC as a communication strategy. The following reflects their answers.

4.3.10 (a) Management

From table 4.24, at 64%, majority of the respondents very highly considered management a key factor in determining BCC as a communication strategy. 21% highly considered while 9% moderately considered it. Only 6% least considered management as a factor in choosing BCC

communication strategy. From the figures management is a key determinant in choice of BCC as a communication strategy.

Table 4.25 Levels of consideration of Management as a key factor in choice of strategy

	Frequency	Percentage	Cumulative Percentage	Mean Score
Not considered	0	0.0	0.0	0.0
Least considered	2	6.0	6.0	0.06
Moderately considered	3	9.0	15.0	0.09
Highly considered	7	21.0	36.0	0.21
Very Highly considered	21	64.0	100.0	0.64
Total	33	100.0		1.0

Source: Researcher (2011)

4.3.10 (b) Donor

From table 4.24, at 55% of the respondents indicating they highly considered, donors are a key factor in consideration of BCC as a communication strategy. This is also supported by 27% who very highly considered donors as key determinant. 15% moderately considered while 3% least considered. This findings again depicts the donors' hand in operations of Child Welfare based NGOs. The upshot of this according to the researcher is lack of freedom on NGOs to engage in professional pursuit of the organizational goals.

Table 4.26 Levels of consideration of donor as a key factor in choice of strategy

	Frequency	Percentage	Cumulative Percentage	Mean Score
Not considered	0	0.0	0.0	0.0
Least considered	1	3.0	3.0	0.03
Moderately considered	5	15.0	18.0	0.15
Highly considered	18	55.0	73.0	0.55
Very Highly considered	9	27.0	100.0	0.27
Total	33	100.0		1.0

Source: Researcher (2011)

4.3.10 (c) Target Audience

To establish to what extent respondents considered target audience a factor in the choice of communication strategy, respondents were asked to give their degree of consideration on a Lickert scale of 1 to 5. Contained in the table below are their responses.

Table 4.27 Target Audience as a factor in choice of BCC strategy

	Frequency	Percentage	Cumulative Percentage	Mean Score
Not considered	1	3.0	3.0	0.03
Least considered	6	18.0	21.0	0.18
Moderately considered	6	18.0	36.0	0.18
Highly considered	8	25.0	72.0	0.25
Very Highly considered	12	36.0	100.0	0.36
Total	33	100.0		1.0

Source: Researcher (2011)

The study shows that 36% of respondents very highly considered target audience as a key determinant in choice of BCC as a communication strategy; 25% said they highly considered it while 18% said they moderately and less effectively considered it. It is notable that 3% said they don't consider it at all. The latter according to the researcher cannot be ignored, indeed more needs to be done to make this population of respondents understand that target audience is an underpinning factor when considering choice of BCC strategy. This is because the strategy is about targeting people who are the objective of the strategy.

4.3.11 Effectiveness of BCC as a communication strategy

The study sought to find out how effective BCC was as a communication strategy in organizations respondents work in. The respondents were asked to indicate the levels of effectiveness of BCC in meeting set objectives. The table below gives the response pattern and rate.

Table 4.28 Effectiveness of BCC as a communication strategy

	Frequency	Percentage	Cumulative Percentage	Mean Score
Not effective	0			
Less effective	4	13.0	13.0	0.13
Moderately effective	3	9.0	22.0	0.09
Highly effective	16	48.0	70.0	0.48
Very highly Effective	10	30.0	100.0	0.30
Total	33	100.0		1.0

Source: Researcher (2011)

From the findings 30% of respondents felt that BCC strategy is very highly effective while majority at 48% felt it is highly effective. 9% of respondents replied that it is moderately effective and 13% felt it is less effective. 13% is a significant portion of respondents that can't be ignored. For them to feel that the strategy is less effective is a cause for concern. It should act as a wakeup call for NGOs using BCC strategy to seek ways of improving it.

4.3. 12 Challenges encountered in use of BCC strategy

The study sought to find out whether the respondents' using BCC strategy encounter any challenges. The table below shows the levels of involvement.

Table 4.29 Evidence of challenges in use of BCC strategy

	Frequency	Percentage	Cumulative Percentage	Mean Score
Yes	33	100.0	100.0	0.100
No	0	0.0	100.0	0.00
Total	33	100.0	100.0	1.0

Source: Researcher (2011)

The research study found out that all of the respondents working in organizations which use BCC as a communication strategy felt that there were challenges in use of the strategy. This is reflected in 100% response rate while none indicated that there were no challenges encountered.

4.3.13 Types of challenge encountered in use of BCC communication strategy

To find out the difficulties encountered when using BCC communication strategy, the study sought to find out the challenges the respondents incur when using the strategy. The respondents indicated difficulties in formulating appropriate messages, limited knowledge of the strategy and high cost involved in implementation. The following table illustrates the response rate.

Table 4.30 Type of challenge in use of BCC strategy

	Frequency	Percentage	Cumulative Percentage	Mean Score
Difficulties in formulating appropriate messages	12	36.0	36.0	0.36
High Cost involved in implementation	10	31.0	67.0	0.31
Limited knowledge of strategy	11	33.0	100.0	0.33
	33	100.0		1.0

Source: Researcher (2011)

4.3.14 Factors contributing to the challenges

Respondents went further to state factors they believe contribute to these challenges. Among these are strict donor requirements and expectations, lack of appropriate training, limited funds, and inadequate assessment of target audience as contributory factors.

Table 4.31 Factors contributing to the challenges

	Frequency	Percentage	Cumulative Percentage	Mean Score
Inadequate assessment of target audience	9	27.0	27.0	0.27
Strict donor requirements and expectations	6	18.0	45.0	0.18
Lack of appropriate skills and training	11	34.0	79.0	0.34
Limited funds	7	21.0	100.0	0.21
Total	33	100.0		1.0

Source: Researcher (2011)

4.3.15 Recommendations on ways of tackling the challenges

To address this, respondents suggested that donors be allowed to take part in planning, relevant and regular training of staff and need to have professional input while conducting assessment.

Table 4.32 Recommendation on ways of tackling the challenges

	Frequency	Percentage	Cumulative Percentage	Mean Score
Relevant and regular staff training	12	36.0	36.0	0.36
Need to engage professionals in initial assessment	12	36.0	72.0	0.36
Engage donor in initial planning process	9	28.0	100.0	0.28
Total	33	100.0		1.0

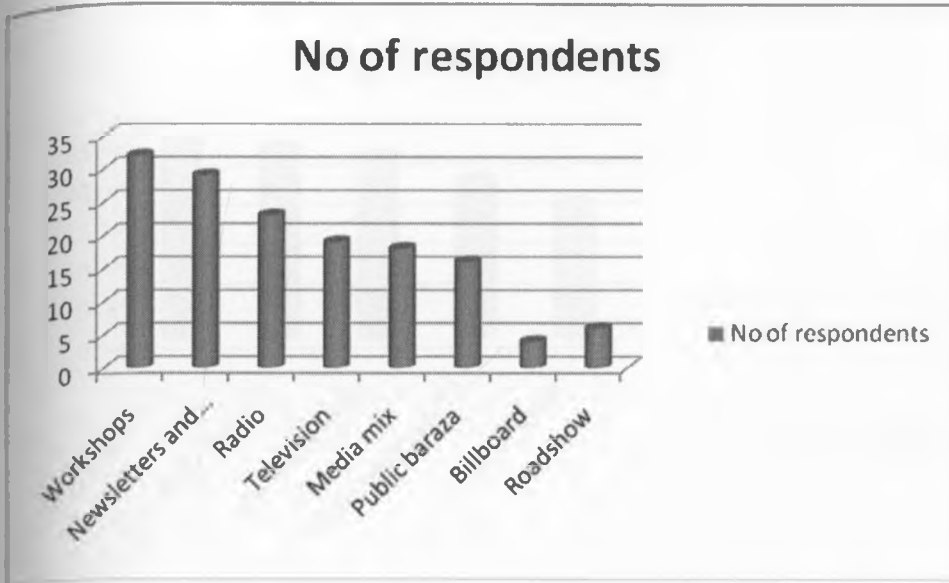
Source: Researcher (2011)

SECTION C TYPE OF MEDIA USED

4.4.1 Type of media used to relay messages in the communication strategy

To know the kind of media used in the communication strategies, respondents were asked to indicate the media type used in their organizations. The following bar chart gives the media selected from and the frequency of responses;

Figure 4.1 Type of media channel used in communication strategy



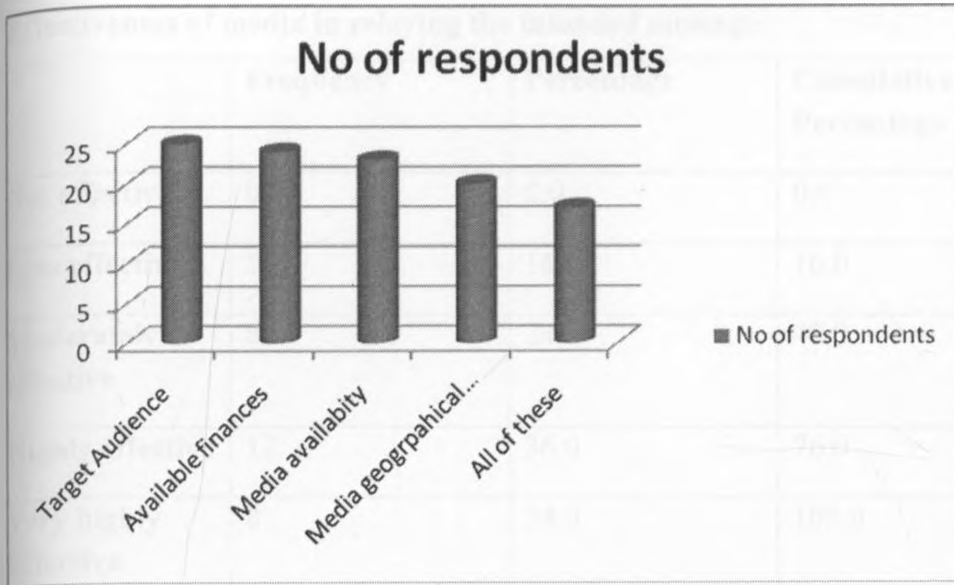
Source: Researcher (2011)

The study shows that majority of respondents use workshop and newsletters as a media type. This is shown by the response frequency of 32 and 29 respectively. This is followed by radio with 23 responses. 19 indicated they use Television while 18 use media mix. 16 showed they use public barazas while 4 and 6 use billboards and road shows respectively.

4.4.2 Guiding factor in choice of media channel

The respondents were asked to indicate what guides the choice of media channel used in the communication strategies employed in their organization. The following chart highlights their responses;

Figure 4.2 Guiding factor in choice of media channel



Source: Researcher (2011)

24 respondents indicated finances as a factor in choice of media used while 20 respondents said that geographical coverage determine choice of media. 25 felt that audience targeted was a factor to be considered while 18 gave all these factors as something to be considered when choosing media to be used. 23 felt that availability of media to be used was also a factor.

4.4.3 How effective are these media in relaying messages.

The research sough to find out the effectiveness of the media used, in relaying messages thereby effectively reaching the intended audience and achieving the resultant objective. The table below highlights the effectiveness of the media in the respondents' views.

Table 4.33**Effectiveness of media in relaying the intended message**

	Frequency	Percentage	Cumulative Percentage	Mean Score
Not effective	0	0.0	0.0	0.0
Less effective	5	16.0	16.0	0.16
Moderately effective	8	24.0	40.0	0.24
Highly effective	12	36.0	76.0	0.36
Very highly Effective	8	24.0	100.0	0.24
Total	33	100.0		1.0

Source: Researcher (2011)

The study revealed that 36% of respondents felt that the media used was highly effective in relaying the message while 24% said it was very highly effective. 24% felt it was moderately effective and 16% said it was less effective. Whereas most respondents gave a favourable assessment of the effectiveness of media used, it isn't wise to ignore those who doubted its effectiveness. The findings therefore suggest the need to assess the media used with a view to making it more effective.

4.4.4 Challenges encountered in use of media

The study sought to establish whether any challenges exist when using selected media. Respondents were asked whether they felt there were challenges in use of media. The table below shows the pattern of response.

Table 4.34 Challenges encountered in use of media selected

	Frequency	Percentage	Cumulative Percentage	Mean Score
Yes	33	100.0	100.0	0.100
No	0	0.0	100.0	0.00
Total	33	100.0	100.0	1.0

Source: Researcher (2011)

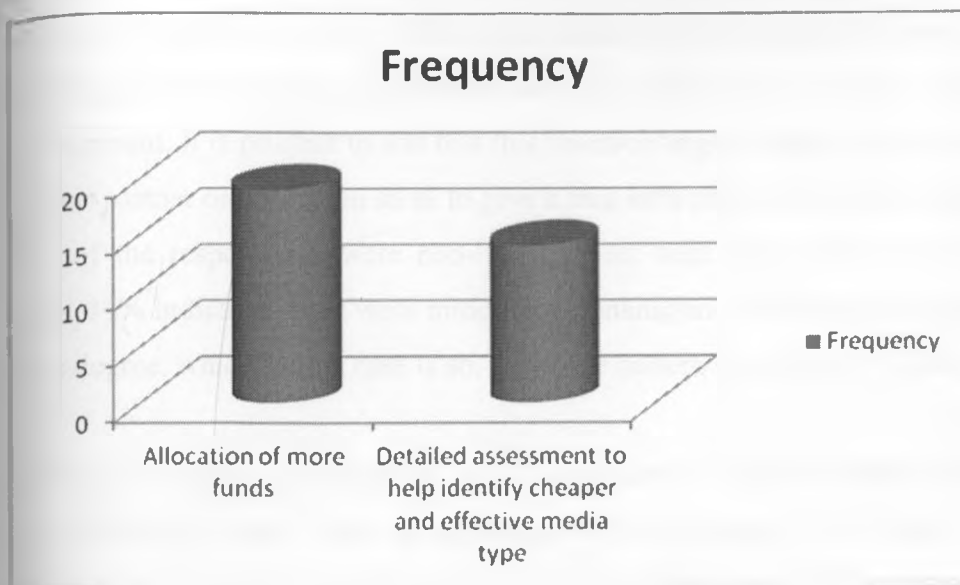
The research study found out that all of the respondents working in organizations which use communication strategies felt that there were challenges in media use. This is reflected in 100% response rate while none indicated that there were no challenges encountered.

4.4.5 Types of challenge encountered in media use

Asked the kind of challenge encountered in using media, the respondents invariably mentioned high cost involved.

To address the above, respondents recommended allocation of more funds to this end and also detailed assessment which should assist identify cheaper but more effective media types to be used in communication strategies.

Figure 4.3 showing recommendations on how to deal with the challenges



Source: Researcher (2011)

4.5 Discussion of findings

This section discusses research findings. We note that descriptive statistics such as frequency tabulations and percentage calculations were used for each item.

The study established that 56% of the respondents were male while 44% were female (Table 4.1). This gives a fair distribution in terms of gender which goes to suggest that child welfare based NGOs are not gender biased and thus are equal employers.

In terms of nationality, the research revealed that 97.2% of the respondents were Kenyan nationals while 2.8% were non Kenyans (Table 4.2). This suggests that the NGOs have a national outlook in terms of staffing. This should, according to the researcher, facilitate easy capture of the problems on the ground since the staff been mostly Kenyans, should easily identify with their working environments and the socio cultural aspects around it.

The research also showed 50% of the respondents are university graduates with 17% holding post graduate qualifications as reflected in Table 4.3. 30% of the respondents have tertiary college qualifications while 3% are secondary school graduates. The import of this is that staff in

the child welfare based NGOs are well read something that one would expect to translate into delivery of quality services. This expectation is reinforced when one looks at the findings depicting the level of employment of the respondents. 33% of them said there were in senior management. It is prudent to add that this research targeted staff at KAACR and senior managers of their partner organization so as to give a true reflection of the latter's organizational activities. 28% of the respondents were non-management staff while 25% were in lower management cadre. 14% indicated there were middle level managers. Managers are expected to have at least a basic degree, which in this case is so, given the pattern on the levels of education.

In terms of working experience in the organizations, the research showed that 58% of the respondents have been with the organization for between 1 to 5 years, while 14% have been working for less than a year (Table 4.5). On the other hand 20% of the respondents have been with their employers for between 6 to 15 years. Those who have been working for over 15 years comprised 8%. From the findings, at 58% a significant number of the respondents have not worked for long in their respective organizations. NGOs should look into ways of retaining staff, to enable them utilize them for a long time. According to the researcher, staff with long term experience ordinarily possess institutional memory which can be quite valuable to an organization.

The research established that child welfare NGOs use IEC and BCC communication strategies (Table 4.15 and Table 4.16). With a mean score of 0.64 (Table 4.25) management was found to be a key factor in the choice of IEC strategy. This was followed by target audience at a mean score of 0.36. This confirms that target audience is a key factor when selecting a communication strategy. The choice of strategy should then be based on the needs and structure of the audience. Indeed target audience was found to be factor in the choice of media channel with majority of respondents identifying audience as a key factor. Figure 4.2

From the findings limited knowledge of the strategy was shown to be a challenge in the use of IEC. 44% of respondents indicated this as a challenge (Table 4.21). This calls for further training and engagement of specialized personnel when it comes to developing and implementing

communication strategy. The need for this is supported by what the respondents felt were factors contributing to the challenges (with 26% of respondents giving lack of appropriate skills as a contributory factor) Table 4.22.

Findings indicate the need for detailed assessment while planning for communication strategy to help identify cheap but effective way of delivery message. Figure 4.3

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter sets to draw conclusions aimed at addressing the research objectives outlined earlier on in chapter 1. The objectives were to determine the types of communication strategies employed by Child Welfare base and NGOs, find out how and if staff competence affects development and implementation of communication strategies by child welfare based NGOs and lastly to determine how type of media used affect development and implementation of these strategies. This study identified communication strategies used by child welfare based NGOs, factors affecting staff competence in developing and implementing these communication strategies, challenges involved in use of these strategies and possible solutions to these challenges.

5.2 Summary of findings

The study identified limited knowledge of strategies, lack of comprehension of messages delivered, donor interference, difficulties in formulating appropriate messages and high cost involved as challenges affecting development and implementation of communication strategies. It further established strict donor requirements and expectations, lack of appropriate training, limited funds, not working consistently with children, inadequate assessment of target audience and high turnover of staff as key factors contributing to these challenges. To address this, the study revealed the need for donors to allow organizations operational latitude to operate with minimum interference, motivate staff well enough to retain them in organizations, expose staff to regular and consistent training and regular upgrading of equipment.

5.2.1 Communication Strategies

The study established that Child Welfare based NGOs used both IEC and BCC communication strategies. From the study both strategies are used in almost equal proportions. 94% of respondents indicated they used IEC as a communication strategy while 92% indicated they use

BCC. In all these strategies it emerged that management was a key factor in choice of communication strategy. At a mean score of 0.68, management was found to be very highly considered in choice of IEC strategy while a mean score of 0.64 very highly considered it (management) when choosing BCC as a communication strategy. The other factors considered were donor and target audience. A significant size of responses (with a mean score of 0.15 moderately considering and 0.09 least considering) didn't consider audience as a key factor in choice of communication strategy. This is a number that can't be ignored by organizations. Most respondents however found the strategies effective.

At a mean score of 0.5, it is worrying that donors are a key determinant in choice of IEC as a communication strategy. This shouldn't be the ideal scenario because it depicts unnecessary interference in organization operations. Indeed respondents, who use IEC at a mean score of 0.18, felt that donors shouldn't interfere in organizational operations. The upshot of the interference is a misplaced choice of objectives. NGOs might be setting objectives which differ with the requirements on the ground. Therefore much as the respondents feel that the strategies are effective in achieving the goals, the effectiveness might be on the wrong goals. It is important that since these NGOs are child focused, any strategies developed should have the child in mind. People developing them should have an inkling of what a child needs. But from the study, 15% of respondents revealed not working consistently with children as a factor contributing to the challenges facing development and implementation of the IEC strategy. This is telling since it is incomprehensible how staff are guided in coming up with child centered messages and yet they work in a child centered area. No wonder then, 32% of the respondents gave lack of comprehension of messages by children as a challenge in the implementation of IEC strategy.

5.2.2 Staff competence

The study established that majority of respondents at a mean score of 0.58 have 1 to 5 years working experience in organizations they work in. This suggests that majority of staff working in Child Welfare based NGOs don't have many years working experience in their respective organizations. Indeed it confirms the high turnover rate which respondents revealed as contributory factor to the challenges at a mean score of 0.12.

It is not just experience that was an issue from these research findings, but then it is a glaring concern that respondents said that some of them don't work consistently with children. It is noteworthy that at 15%, a significant number of respondents revealed not working consistently with children as a factor contributing to the challenges facing development and implementation of the IEC strategy. The study targeted child welfare based NGOs whose sole objective is the child. Inconsistent exposure to the child/children speaks volumes on the competences of the staff in these organizations and even how they would be expected to develop child friendly communication strategies. This raises concerns on what informs their objectives and goals, clearly reflecting the influence of staff competence on development and implementation of communication strategies.

Coupled with experience, is lack of training, where a sizable number of respondents at 28% indicated they have not been trained ever since coming into their organizations. According to the researcher, staff competence hinges on regular training. Without training it is difficult for staff to keep abreast with constant developments in society. Not exposing staff to any sort of training is a huge indictment on the management of these organizations and it only reveals how they don't value their staff, something reflected in the high staff turnover as earlier shown in this section of the chapter. Training is a motivating factor to staff morale and without it, staff competence is questionable. This according to the researcher will definitely affect service delivery including developing and implementing communication strategies.

Much as 15% and 31% of respondents who indicated they have undergone training since getting employed in their organizations found the training very relevant and relevant respectively to their present roles, it is noteworthy that 35% found it moderately relevant while 19% didn't find it relevant at all. 35% and 19% are significant proportions that can't be ignored. It only shows how funds are used to train a significant number of staff in areas not relevant to their roles.

Without regular and appropriate training, staff could be using outdated techniques in developing communication strategies thereby affecting the quality of delivery envisaged.

5.2.3 Choice of Media Channel

The study identified workshops as the predominant way of sending across messages. 33 respondents (92% of respondents) choose workshops, while 29 (forming 81% of the total respondents) selected newsletters and brochures as a mode of transmitting messages. Radio followed with 61% (18 respondents), with Television following with 50% of respondents. Mediamix where one or two of these media are used to deliver message was selected by 44% of respondents. None of the respondents indicated that they use all these forms of media. Most NGOs therefore advocate for child rights through workshops and newsletters. These however require resources as can be seen when respondents were asked to state what they consider a key factor in the choice of media type. Figure 4.2 shows that majority identified target audience and finances. The two considerations were followed by availability of media and media geographical coverage. From figure 4.2 it can be seen that cost of media, its availability and its geographical coverage are key factors in developing and implementing any communication strategy.

The study established that high cost involved in engaging a media channel, was a challenge in choice of media. To address this as can be seen in figure 4.3 they recommended allocation of more funds and detailed needs assessment to be able to identify cheaper media channel.

5.3 Recommendations

From the study findings, the researcher recommends that child welfare based NGOs should seriously consider consistent training of staff. This will not just improve the expertise available in the organizations but also improve staff morale which will lead to smooth achievement of the organizations' objectives. This should, in the researcher's view, stem the high staff turnover rate which was said to be a contributory factor to challenges encountered in developing of communication strategies.

It is not just enough to train staff but train them in relevant areas. In essence training should be related to their current roles to make them more effective. Furthermore since these NGOs work with the child in mind, it is only recommendable that staff consistently work with children to make them appreciate the child and what he/she needs. This according to the researcher should

help when formulating messages targeting children. One will be able to know which ones will have the most impact and which won't.

The researcher while appreciating the role donors play in these NGOs (most of which are donor supported), recommends that donors should establish trust in the NGO management and allow them freedom to operate. Donors should according to the research come in at the evaluation stage to monitor how their resources have been utilized. Interference in operations of the NGOs makes them not focus on the problem on the ground.

The researcher also recommends that NGOs should engage in thorough needs assessment when planning communication strategies. Respondents as can be seen in figure 4.36 recommended this as a remedy to high costs of media channel engaged in communication strategy. A detailed needs assessment according to the researcher, should assist evaluate existing media channels with an aim of getting a cheap and more effective channel.

5.4 Recommendations for further research

This research project focused on challenges facing the development and implementation of communication strategies in child welfare based NGOs. There is need to investigate these challenges in other NGOs sectors (and in particular those in the education and health sector) to find if there are any other gaps in communication strategies in these sectors. Findings from such studies when linked with findings in this particular research study should help streamline the field of communication strategies.

NGOs work within policy framework mostly set up by the government, the researcher recommends that further research be conducted to establish the effectiveness of these policies on communication strategies in NGOs. Such a study should be able to provide ways of improving communication within the NGO world in addition to improving the relationship between NGOs and the government.

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APPENDIX I: INTRODUCTION LETTER

P.O Box 28460 – 00200

Nairobi

E-mail: awamakobe1@yahoo.com

Date:

The Chief Executive Officer

.....

P.O Box

Dear Sir/Madam,

REF: REQUEST TO INTERVIEW

I am a student at the University of Nairobi pursuing a Masters of Arts course in Communication Studies. I am currently conducting a research on challenges facing development and implementation of communication strategies; a case study of Kenya Alliance for the Advancement of Child Rights.

I would like to request you and your organization to permit me to conduct interviews and give questionnaires to your staff. This will be invaluable in assisting me to acquire relevant and accurate information for my research. The research will be conducted in a professional manner and won't interfere in the employees' work schedules. I confirm that confidentiality will be ensured and that any information gathered is solely for research purposes.

Assistance towards this end will be highly appreciated.

Yours faithfully

Alexander Wamakobe

APPENDIX II: QUESTIONNAIRE

This questionnaire seeks to collect data on communication strategies in NGOs in Kenya. All information received will be treated confidentially and will be used for academic purposes only.

You are requested to complete this questionnaire by ticking (✓) in the appropriate place or filling the blank space. Please respond to the items as honestly as possible.

NB: Question 10 is to be filled by employee of organizations which partner with KAACR.

Section A Background Information

1. Gender

Male () Female ()

2. Nationality

Kenyan () Others ()

If others specify

3. Highest Level of Education Attained

Primary School ()

Secondary School ()

College ()

University ()

Post Graduate ()

4. Position held in the organization

Senior Management ()

Middle level Management ()

Lower level Management ()

None Managerial ()

5. Working Experience in the organization

Less than 1 year () 1-5 years () 6 – 15 years () Over 15 years ()

6. Are your duties and responsibilities in line with your job description?

Yes () No ()

7. When were you last trained since coming into this organization?

1 year ago (), 2 years () 3 years () 4 years () 5 years and above () None ()

8. How relevant was the training to your current role?

Very relevant () Relevant () Moderately relevant () Not relevant () I don't know ()

9. a) Does your organization partner with KAACR? Yes () No ()

b) Indicate in the table below the degree to which you consider your partnership with KAACR in the given fields; Please rate each aspect on a scale to "1" to "5" with "1" not at all and "5" to a very great extent

	<i>Field of partnership</i>	<i>Not at all</i>	<i>To a little extent</i>	<i>To a moderate extent</i>	<i>To a great extent</i>	<i>To a very great effect</i>
i)	Sensitization of key stakeholders on children and youth participation					
ii)	Training of children on their rights to enable them participate in decision making and governance at all levels					
iii)	Support and Strengthen capacity of local network in advancing children and youth protection and participation					

10. Are you are involved in developing and implementing communication strategy in your organization? Yes () No ()

Section B. Communication strategies

11) Is your organization involved in any form of communication geared towards educating and informing? Yes () No ()

a) If yes, to what extent; highly active () moderately active () less active ()
I don't know ()

b) Please indicate the extent to which you consider the following important in determining communication strategy in your organization.
; Please rate each aspect on a scale to "1" to "5" with "1" not considered and "5" to a very highly considered

	<i>Determinant factor in the choice of communication strategy</i>	<i>Not considered</i>	<i>Least considered</i>	<i>Moderately considered</i>	<i>Highly considered</i>	<i>Very highly considered</i>
i)	Management					
ii)	Donor					
iii)	Target Audience					

c) How effective is this form of communication in meeting its set objectives?
Highly effective () Moderately effective () Little effective () Not effective () I don't know ()

e) Are there any challenges encountered when using this form of communication? Yes ()
No ()

f) If yes what kind of challenges are these.....

g) Suggest ways in which these challenges can be overcome.....

.....

12) Is your organization involved in any communication directed towards change in behavior?
Yes () No ()

a) If yes to what extent; highly active () moderately active () less active ()
I don't know ()

b) Please indicate the extent to which you consider the following important in determining communication strategy in your organization.
; Please rate each aspect on a scale to "1" to "5" with "1" not considered and "5" to a very highly considered

	<i>Determinant factor in the choice of communication strategy</i>	<i>Not considered</i>	<i>Least considered</i>	<i>Moderately considered</i>	<i>Highly considered</i>	<i>Very highly considered</i>
i)	Management					
ii)	Donor					
iii)	Target Audience					

c) How effective is this form of communication in meeting its set objectives?
Highly effective () Moderately effective () Little effective () Not effective () I don't know ()

d) Are there any challenges encountered when using this form of communication? Yes ()
No ()

e) If yes what kind of challenges are these.....

f) Suggest ways in which these challenges can be overcome.....

.....

Section C. Choice of Media Channel

13) In these two forms of communication (i.e one geared towards educating and informing and one targeting change in behavior, what kind of media does your organization use to relay its message?
Radio () T.V () Newsletters and brochures () Barazas () Billboards ()

Road shows () Media mix () All of these () None of these ()

14) How effective are these media types used?

Not at all () to little extent () to moderate () to a great extent ()

to a very great extent ()

15) Are there any challenges encountered when used these media type? Yes () No ()

16) If yes what kind of challenges are these.....

.....

17) Suggest ways in which these challenges can be overcome.....

.....

_____ Thank You _____

APPENDIX III: INTERVIEW SCHEDULE

1. What is your position in the organization?
2. What is your highest level of education attained?
3. How long have you worked for this organization?
4. Which department are you currently working in?
5. How long have you been working in your present job?
6. Are your duties and responsibilities in line with your job description?
7. When were you last trained since getting employed in the organization?
8. Was your training relevant with your present role?
9. a) Does your organization partner with KAACR? Yes () No ()
b) If yes, in what way.
10. Is your organization involved in any form of communication geared towards educating and informing?
 - a) If yes, to what extent; highly active () moderately active () less active ()
I don't know ()
 - b) Who determines the awareness creation activity the organization is involved in?
the management () the donor () the target audience () any other specify ()
.....
 - c) How effective is this form of communication?
Highly effective () Moderately effective () Little effective () Not effective () I don't know ()
 - e) Are there any challenges encountered when using this awareness creation activity? Yes ()
No ()

- d) If yes what kind of challenges are these.
- h) Suggest ways in which these challenges can be overcome
11. a) Is your organization involved in any communication directed towards change in behavior?
Yes () No ()
- b) If yes to what extent; highly active () moderately active () less active ()
I don't know ()
- c) How effective is this kind of communication?
- d) Are there any challenges encountered when using this type of communication?
Yes () No ()
- e) If yes what kind of challenges are these
.....
- f) Suggest ways in which these challenges can be overcome
- g) In awareness creation and communication geared towards change in behavior, what kind of media does your organization use to relay its message?
Radio () T.V () Newsletters and brochures () Barazas () Billboards ()
Roadshows () Media mix () Geographical coverage () All of these () None of these ()
- h) How effective are these media types used?
Not at all () to little extent () to moderate () to a great extent ()
to a very great extent ()
- i) Are there any challenges encountered when used these media type? Yes () No ()
- j) If yes what kind of challenges are these
- k) Suggest ways in which these challenges can be overcome

_____ Thank You _____

**APPENDIX IV; LIST OF TARGET ORGANIZATIONS PARTNERING WITH
KAACR**

	NAME OF ORGANIZATION	ADDRESS
1	Young Muslim Association	P.O Box 48509 Nairobi
2	Angolo Community Development Centre	P.O Box 15285 - 00100 Nairobi
3	Fairmile Organization	P.O Box 75938 00200 Nairobi
4	Forum for Child Rights Initiatives	P.O Box 55298 00200 Nairobi
5	Girl Child Network	P.O Box 2447 00200 Nairobi
6	Heshima Kenya	P.O Box 63912 00619 Nairobi
7	Compassion International	P.O Box 55379 00200 Nairobi
8	Anppcan Kenya Chapter	P.O Box 46516 Nairobi
9	Undugu Society of Kenya	P.O Box 40417 00100 Nairobi
10	Youth Alive Kenya	P.O Box 5844 00100 Nairobi
11	Goal Kenya	P.O Box 22242 Nairobi
12	Solidarity with Women in Distress	P.O Box 17038 Mombasa
13	Childline Kenya	P.O Box 10003 00100 Nairobi
14	Faith Community Development Programme	P.O Box 5316 00100 Nairobi
15	The Fountain of Peace	P.O Box 71559 00200 Nairobi
16	Youth Development Forum	P.O Box 6689 00200 Nairobi
17	Youth in Focus	P.O Box 63297 Nairobi
18	Community Resource Centre	P.O Box 73757 00200 Nairobi
19	St Norah Orphans Support Group	P.O Box 3257 Kisumu
20	Direct Line Youth Group	P.O Box 515 Nairobi
21	Vision for Youth Talent Development Association	P.O Box 366 00516 Nairobi
22	Partners in Community Development Initiative	P.O Box 51446 00200 Nairobi
23	Child Welfare Society of Kenya	P.O Box 43982 00100 Nairobi
24	Mediation Community Based Organization	P.O Box 14333 00100 Nairobi
25	Rachel's Development Programme	P.O Box 22412 Nairobi

26	Pendekezo Letu	P.O Box 26525 00504 Nairobi
27	HIV/AIDS Control Implementation Organization	P.O Box 779 Kikuyu
28	Global Hope Rescue	P.O Box 859 Thika
29	Glorious Rehabilitation Centre	P.O Box 79375 Nairobi
30	Saint Charles Centre - Kibera	P.O Box 63088 Nairobi

Source; KAAACR Annual list of partners 2010